



**Nottinghamshire
County Council**

Nottinghamshire Youth Justice Strategy 2015-18

2016 update



Introduction

Nottinghamshire Youth Justice Service is made up of three multi-agency locality Youth Offending Teams, a county wide Operational Support Team and a county wide Interventions team, providing detached youth work in areas of high crime and deprivation. The service meets all of the statutory requirements of a Youth Offending Team as set out in the Crime and Disorder Act 1998 and includes seconded staff from Police, Probation, Health, and Futures.

In addition to comprising multi-agency teams, the service commissions specialist external providers from the voluntary, public and private sectors to help it deliver key statutory functions, such as substance misuse, reparation services, victim contact and appropriate adult work. The key aims of the Youth Justice Service are to:

- reduce the number of young people entering the criminal justice system;
- reduce the frequency and rate of reoffending by children and young people who are already within the youth justice system; and
- keep the numbers of young people experiencing custody – either on remand or as a sentence of the court - to a minimum.

In working towards these local and national targets, the Youth Justice Service does not lose sight of the child at the centre of what we do and will work with the child and their family to seek the best outcomes for the child or young person. Improving life outcomes for the child or young person with whom we work is the driving factor behind the work we do. Working with other teams, departments and partners is key to ensuring that the best outcomes are secured for children and young people. It is clear that key stable factors that many take for granted, such as stable and suitable accommodation, positive and enduring personal relationships, full participation in education, training or employment, feeling safe, secure and loved and a healthy lifestyle free from substances, exploitation, or unaddressed health needs drastically improve a child's ability to integrate successfully into society and lead a law abiding and productive life as an adult. No one agency has the resources or expertise to achieve these outcomes alone. It is therefore vital that we work with partners to ensure that every child with whom we work have the opportunities to achieve these outcomes regardless of their place within the criminal justice system - as a child on the cusp of offending or a young person in youth detention accommodation with numerous offences.

In adopting this approach the case manager will work with the child as an individual to identify ways to build upon their strengths and the enormous potential that they have and identify strategies to reduce the negative factors in their life which may be pulling them into offending or increasing the risk of harm to either themselves or the public.

Whilst we strive to keep the child or young person safe and free from harm and will work to improve their life outcomes, we cannot forget that the young person has offended and has caused harm to individuals and communities through their actions. Keeping individual victims and the public safe will therefore always remain an equal priority of our work. Ensuring that victims have a voice and feel listened to is an important aspect of our work and for that reason we commission an independent organisation to deliver a service to victims and to support them in explaining the impact that the offence has had upon them to the young person and suggesting suitable reparatory activities where appropriate. Challenging the young person with the reality of the impact of their offence upon an individual victim in a supportive environment can be a very powerful way to address their offending behaviour and provides the victim with a voice and a stake in the justice system. In accordance with the Victim's Code of Practice, victims who have consented to their information being shared are contacted by the provider and offered the opportunity to participate as much as they wish with the youth justice process. This can range from voicing the impact that the offence has had upon them, to suggesting reparative activities in which they would like the young person to participate to engaging in direct reparation or mediation with the young person. Equally many would just like to be kept informed of the progress of the order in accordance with data protection considerations. Being listened to and being able to express their feelings in the aftermath of an offence and the court process can be beneficial for many victims and allows them to seek answers to the questions that may have been plaguing them since the offence, allowing them to obtain closure to the process.

Review of Youth Justice Plan 2015/16

During 2015/16 the service set out to:

Actions to be completed in 2015/16	Update on Progress
FTEs Develop a strategy to better target crime prevention resources	Completed The service is now targeting its crime prevention resources to secure greater impact. Work is being undertaken within schools and children's homes on a group basis and there is a greater link between the locality teams and intervention team to deliver both group crime preventative activities to tackle ASB alongside intensive 1-1 intervention for those deemed to be at highest risk of ASB and /or offending.
FTEs and Re-offending – Data analysis Analyse FTE data on a quarterly basis to understand profiles and hotspots to target resources; Analyse re-offending data to identify profiles, hot spots and trends;	Completed The service has analysed its data and has a greater understanding of its re-offending cohort, with it being identified that almost half of those re-offending were not open to the YJS. As a result the service is working with the police to increase appropriate crime prevention referrals for those on Youth Cautions.
Service User evaluations Team Managers to seek young person feedback at compliance panels, following resentencing for new offences, for ISS cases and for young people in custody Review Service User feedback quarterly	Completed Managers have been focussing upon these more difficult to engage young people to obtain feedback as to what could be improved for the service. This area of work will remain ongoing.
Service Delivery - Remands Develop closer links with Children's Social Care to reduce instances of remand Review every remand into youth detention accommodation at monthly youth justice management meetings	Completed Managers have worked closely with their CSC counterparts to try to reduce remands into custody as a result of lack of placement options. Remands during 2015/16 were not attributable to a lack of suitable accommodation but were related to risk of harm, re-offending or gravity of offending.
Service Delivery – Asset Plus All case managers and team managers trained in Asset Plus Re-write of all policies and procedures to incorporate Asset Plus Framework Devise new service quality standards for Asset Plus assessments and reports	Completed Completed
Service Delivery – SLCN Team systems to be established to ensure all eligible young people requiring a Rapid English Screening are screened and any requiring further intervention receive this	Completed Processes have been put into place. However it is acknowledged that this is an area that is under resourced and some young people may finish an order without receiving this intervention.
Service Delivery – Thematic leads Identify case manager and link manager leads for identified delivery areas Case Manager thematic groups agree areas of focus and action plan for each theme	Completed Completed Thematic groups have identified areas for improvement and are working towards ways of addressing these.
Service Delivery – Health YJ Ops Manager to work with key partners to identify a business case for increased YOT Nurse capacity	Completed The issue has been raised via the Management Board and a business case is in progress to identify levels of need for additional resources.
Service Delivery – LAC prosecutions YJ Ops Manager / CSC link manager to work with CSC, police and CPS to develop and embed a LAC Prosecution policy for County LAC	Partially Completed This was an area of work that has been partially completed via the adoption of a prosecution protocol. However further work is ongoing to embed this and ensure Looked After Children are not being unnecessarily criminalised by virtue of their LAC status.
Service Delivery – JACs Establish a Junior Attendance Centre for Nottinghamshire	Completed
Service delivery – Offenders as Victims Explore approaches and services that could be offered to young offenders who are also victims of offending.	Partially completed This is an area of work that is explored by case managers as part of their work with young people. If a young person is the victim of another young person, they would be offered the services of the YJS contracted provider.

Governance and Structure

Nottinghamshire Youth Justice Service sits within the Local Authority's Children's, Families and Cultural Services department. Line Management of the service flows up through the department to the Corporate Director for Children's, Families and Cultural Services. The activities of the Youth Justice Service are monitored and directed by the Nottinghamshire Youth Justice Board, which is chaired by the Corporate Director for Children's, Families and Cultural Services. All key partners are represented at a senior level at the board. The Board reports to the Safer Nottinghamshire Board, which feeds into the Health and Wellbeing Board.

The Nottinghamshire Youth Justice Board holds the Youth Justice Service to account by ensuring that it meets its key statutory aims of reducing first time entrants, reducing re-offending and reducing the numbers of young people experiencing custody or remand. It does this by:

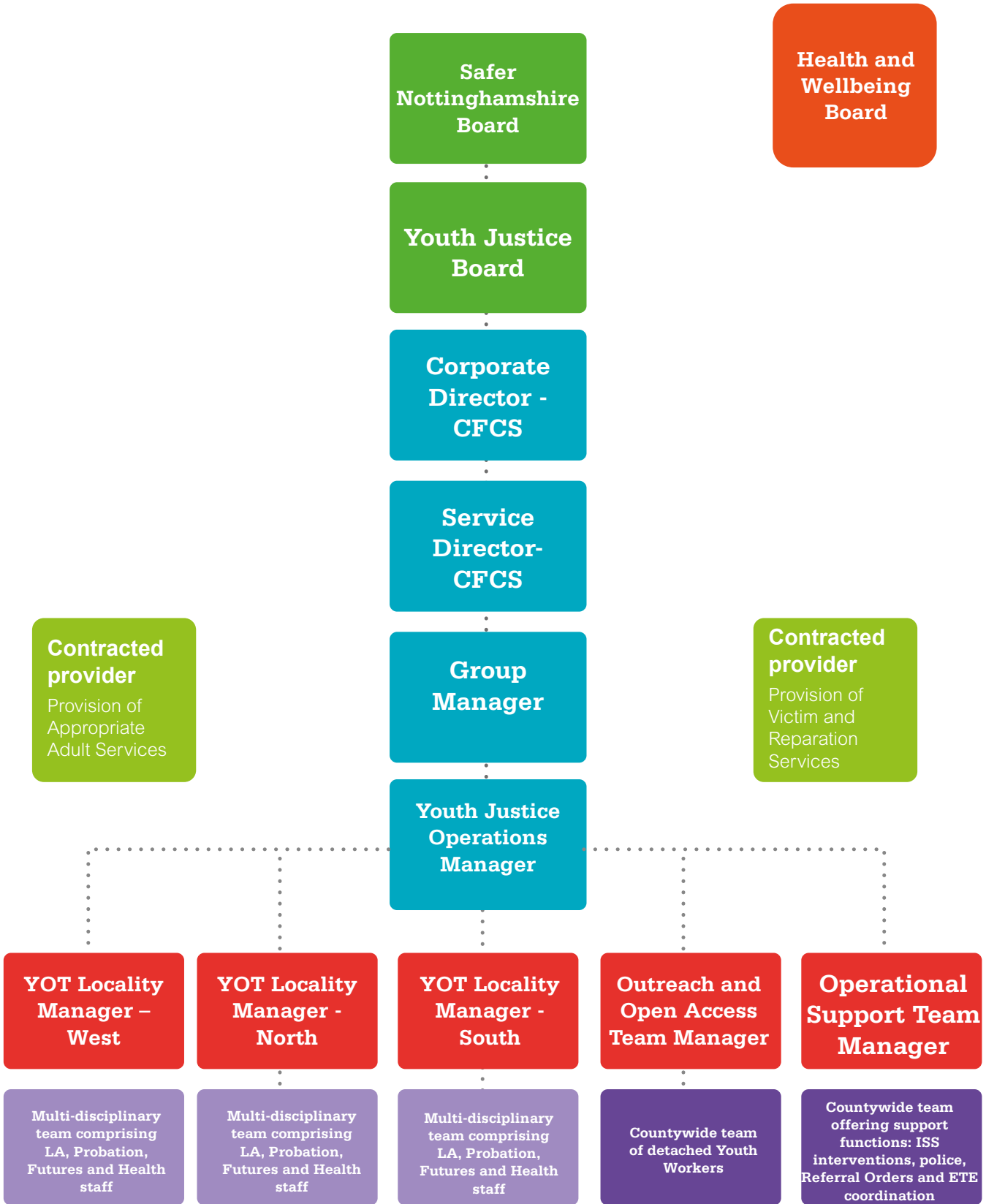
- Receiving quality assurance activity reports and quarterly performance reports, highlighting performance to date, areas of opportunity and risks to performance;
- Reviewing resources on a regular basis to ensure these are being effectively deployed;
- Benchmarking the practice of the Youth Justice Service and the Board against thematic inspections and the recommendations within these;
- Reviewing every Critical Learning Review and Extended Learning Review under the Youth Justice Board Community Safeguarding and Public Protection Incident guidelines;
- Reviewing any barriers to operational delivery which could impact upon performance or service delivery and identifying solutions to overcome these;
- Agreeing and signing off any action plans from Critical Learning reviews, or Inspections and monitoring these to ensure completion;
- Holding partners to account for any deficits in their operations or practice which is highlighted in any of the above.

The terms of reference for the Board are attached at Appendix 1.

The Youth Justice Service is made up of three core YOT locality teams, covering the assessment and case management of young people involved in the criminal justice system or on the cusp of offending, one countywide Operational Support team and a county wide Interventions team, which provide interventions and support for the locality teams in the form of assertive outreach to children and young people in areas of high crime and deprivation, interventions, ETE and policing support. Information around staffing and volunteers is attached at Appendix 2.



Governance of the Youth Justice Service



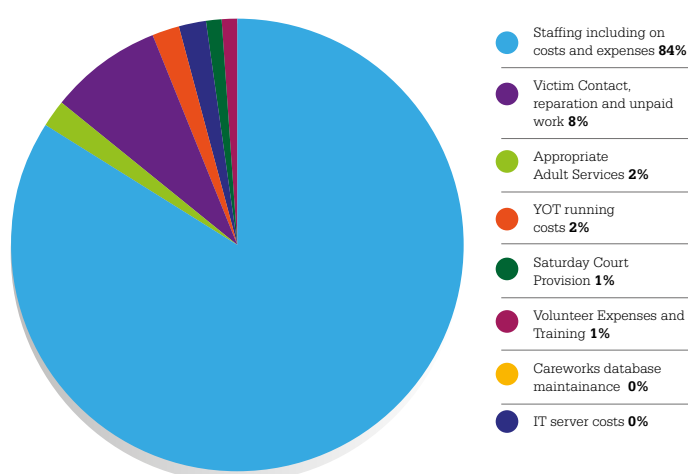
Resources and Value for Money

The Youth Justice Service is funded from a variety of funding streams - both direct monetary payments and 'services in kind', such as the provision of seconded staff or delivery of services, such as unpaid work.

Table 1: Partner Contributions to the Youth Offending Partnership Pooled Budget 2016/17

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Local Authority		658,099		658,099
Police Service/	78,000	84,304		162,304
Police and Crime Commissioner		148,200		148,200
National Probation Service	90,000	45,886		135,886
Clinical Commissioning Group	173,000			173,000
Public Health		380,000		380,000
YJB Good Practice Grant	905,310			905,310
YJB Junior Attendance Centre		28,376		28,376
Reserves		120,717		120,717
Total	341,000	2,370,892		2,711,892

The breakdown of allocation of the funds is detailed in the pie chart below.



All senior partnership representatives at the Nottinghamshire Youth Justice Board value the contribution that the Youth Justice Service makes to reducing crime and anti-social behaviour and are committed to maintaining funding and resourcing for the foreseeable future. Given the level of commitment to the service by the local authority and its partners, the Youth Justice Service is fortunate to be sufficiently resourced to carry out its functions.

The Youth Justice Service also commissions services to ensure effective delivery against its obligations. Appropriate adult services were re-commissioned in 2014 and were secured at a minimal increase on the previous 4 years - 1.4% increase on the hourly rate provided under the previous 4 years. This contract will run until 2017 with the option of two further annual extensions until 2019.

The Youth Justice Service also commissions a specialist provider to deliver its victim and reparation services. The re-commissioning of the service in 2013 allowed a reduction in the contract price compared to the previous five years and introduced an incentivised payment schedule to key elements of the contract to ensure continuous improvement against key targets. This contract will run until 2016, with the option of two further annual extensions until 2018.

In addition to the above, the Substance Misuse contract has been re-commissioned and came into force in October 2014. The new contract sees low level substance misuse issues, such as information giving and motivational techniques being performed by Youth Justice Service Case Managers, who have the skills to address such low level behaviour, with the new provider dealing exclusively with those children and young people who present with more problematic substance misuse issues, or as part of a court ordered intervention. This contract will run for a period of 5 years until 2019 with the option of further extensions until 2022.

Given the recent commissioning processes and the ability to extend current provider contracts beyond initial commissioning periods, the Youth Justice Service does not anticipate entering into any further commissioning processes until the victim and reparation services contracts are due to expire in 2018, unless there is a change to circumstances, such as performance or financial pressures. Planning for this process will begin in 2017.

Partnership Arrangements

As well as working closely with partners operationally to deliver its key objectives, the Youth Justice Service engages with partners at a strategic level to ensure that youth issues are represented within Nottinghamshire priorities. The Children's, Families and Cultural Services Service Director sits on the Safer Nottinghamshire Board and is the 'Youth Issues' champion. The Youth Justice Service is represented by the Group Manager on the Nottinghamshire Safeguarding Children's Board and by the Youth Justice Operations Manager on the Safer Nottinghamshire Board Performance Group and the Multi-Agency Public Protection Arrangements Strategic Management Board

In addition to standing representation, the Youth Justice Service engages with local partners around key crime priorities as these develop.

With the introduction of the Counter Terrorism and Security Act 2015, Nottinghamshire Youth Justice Service is identified as one of the referral routes for local agencies (such as schools, community safety teams) where they have concerns that a young person is displaying concerning behaviour, which could be indicative of early radicalisation. Where the behaviour is low level and does not meet the thresholds for referral to PREVENT, the Youth Justice Service will work with the young person as part of a crime prevention referral. Where thresholds are met, a referral to the PREVENT team will be made. Should a young person be convicted of extremist offences, the Youth Justice Service will work with the young person as part of their usual case management activities using the risk management processes to coordinate the assessments and work of the agencies involved to inform its work working closely with the PREVENT team.

The Youth Justice Service currently works closely with the local Supporting Families teams (under the Troubled Families agenda). Where the Youth Justice Service is already engaged with a young person who is eligible for support under the Troubled Families Criteria, the Youth Justice Service will remain the lead professional and co-ordinate the work and activities for that child. Close links are maintained with the locality supporting families' team to ensure that appropriate support is in place for the wider family and access to further resources for the individual child should this be necessary.

Since November 2015, the Supporting Families agenda has been absorbed into a mainstream service under the Family Service within Nottinghamshire County Council. Under the wider

Troubled Families criteria, close co-operation is vital as the Youth Justice Service will maintain lead professional status for the child or young person, but the wider family will have another lead professional to work with either the adults in the household or other children and young people within the household who are below the Youth Justice Service thresholds. Close working, joint assessment and planning will be vital to ensure that services are coordinated and work is not being duplicated. Equally the Youth Justice Service can access resources from the Family Service such as parenting interventions for parenting contracts and orders, interventions around parental prosecution for child non-attendance at school, or assistance for young people who find themselves homeless or at risk of homelessness etc. As this service lies at the earlier end of prevention there is a risk that referrals that would traditionally come to the Youth Justice Service for crime preventative intervention will be diverted into the Family Service. A key priority will therefore be to ensure close working and cooperation between the two services, whilst proactively engaging with other partners and departments to ensure that the crime prevention function of the service is not forgotten.

Numbers of young people remanded to youth detention accommodation is lower than the national average. Whilst it remained static for the previous two years, it increased slightly in 2015/16, reflecting the complex caseload with which the service now works. Whilst it is low, Nottinghamshire Youth Justice Service is keen to ensure that remand is reserved only for those young people where the risk to manage them in the community is too great, avoiding unnecessary remands. For this reason managers review every remand to ensure it is appropriate and consider whether further bail applications should be supported and strengthened. During 2015/16 all remands were felt to be appropriate and unavoidable. It is clear that the cohort of young people on remand is generally those who have committed offences, either current or previously, which makes it difficult to find alternative accommodation placements should their primary address be unsuitable for them to be bailed there. If no alternative placement can be found, this increases the risk of remand significantly, even when measures to manage their risk in the community can be identified. Previously, Nottinghamshire saw young people remanded into custody as a result of limited accommodation options. However, as a result of closer working, increased scrutiny and appropriate challenge, there were no remands due to a lack of suitable accommodation in 2015/16.

Nottinghamshire forms part of the East Midlands resettlement consortium, established with money from the Youth Justice Board to improve resettlement outcomes for children and young people sentenced to custody. An Operational Manager represents the Youth Justice Service on the Resettlement Consortium's Operational Group and acts as a link between the two. As a result of reduced funding, the resettlement consortium will cease in 2016 and activities will return to business as usual. As Nottinghamshire already offers an enhanced level of service to children and young people in custody and works with a young person on their individual issues, the winding down of the resettlement consortium is anticipated to have little impact for Nottinghamshire young people or the Youth Justice Service. Young people in custody are visited in person by their case manager and are also allocated an interventions worker, who visits them outside of formal reviews and works with them 'through the gate' alongside the case manager. As young people in custody are some of the most vulnerable young people, with whom we work, all visits are made face to face, unless there are exceptional circumstances as we do not believe credible relationships can be built or sustained by use of video link facilities. There are therefore no plans to use this facility in the near future, due to concerns of it being a barrier to effective communication or disclosure, especially given the high levels of speech, language and communication needs amongst children and young people in custody.

In addition to the support of the case manager and interventions worker, young people receive the support of an Education, Training and Employment worker, Substance Misuse worker and mental health worker where necessary. If a young person will experience accommodation issues on release the YJS will work closely with Children's Social Care where the child is of statutory age to identify appropriate accommodation placements. If the child is aged 17 they will be referred to the Homelessness team in the Family Service to identify appropriate accommodation.

In order to keep a focus on reducing the number of young people entering the criminal justice system in the first place, the Youth Justice Service is working with key partners – Police and Community Safety teams to identify appropriate young people for crime prevention activities, and has already seen increases in the numbers of referrals being made. The service has reviewed its crime prevention activities to identify the best way to use its resources to target areas where increased crime prevention activity and publicity could impact most and will continue to do this on a frequent basis over the coming years. So for example, the service will be looking at targeting its resources to increase crime prevention referrals

from Children's Social Care and Schools (areas where referrals have traditionally been low) as these are agencies who will be able to identify those at risk of criminal or anti-social behaviour at an early stage, given the intensity of contact that they have with a child or young person.

Meaningful full time engagement in education, training and employment remains one of the most significant protective factors to reduce re-offending for young people. Nottinghamshire Youth Justice Service acknowledges this and ensures that all young people who are supervised on statutory court orders have equal and equitable access to information, advice and guidance. Qualified specialist advisers (seconded from Futures) provide assessment, planning and supervision support if they are not in receipt of full time education, training or employment when they are sentenced through Her Majesty's Court Service. Where a young person engaging with the Youth Justice Service as part of a voluntary intervention requires support accessing full time education, training or employment, a referral will be made to qualified specialist advisers (seconded from Futures) within the Family Service team.

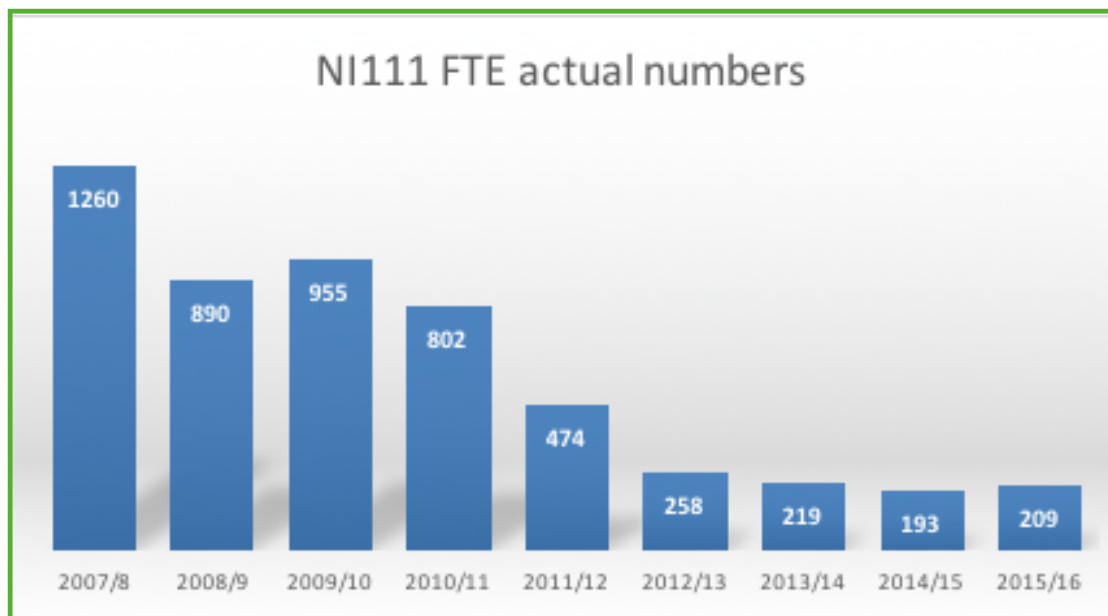
As the offending population has decreased through the reduction in first time entrants, those young people who remain have increasingly complex relationships with schools, colleges and all other education providers. This, along with the changing nature of education and training nationally, means that a different local response to the individual needs of young people in the youth justice system is required. As a result the Education, Training and Employment team within the Youth Justice Service now provide a much more bespoke response and brokerage service to youth justice practitioners, young people and their families. With the introduction of the Youth Justice Service Seven Guiding Principles of Education and Training, the team's policy, procedures and practice are now closely aligned to the wider County Council's Closing the Gaps Strategy, and Children Missing Education Policy.

The Education, Training and Employment team also recognise partnership working as integral to increasing opportunities for young people. By developing communication, not only with a variety of different education providers in the community, but also with colleagues from across the East Midlands region (including custodial establishments), transition arrangements can be planned and implemented. The team also provide a value-added element through projects which include: coordination of intensive mentoring to increase attendance in alternative provision; development of European Social Fund funded transition project REACH for young people transferring to Probation services and expert advice on the Rehabilitation of Offenders Act and related risk assessments.

Performance and Risks to Future Delivery

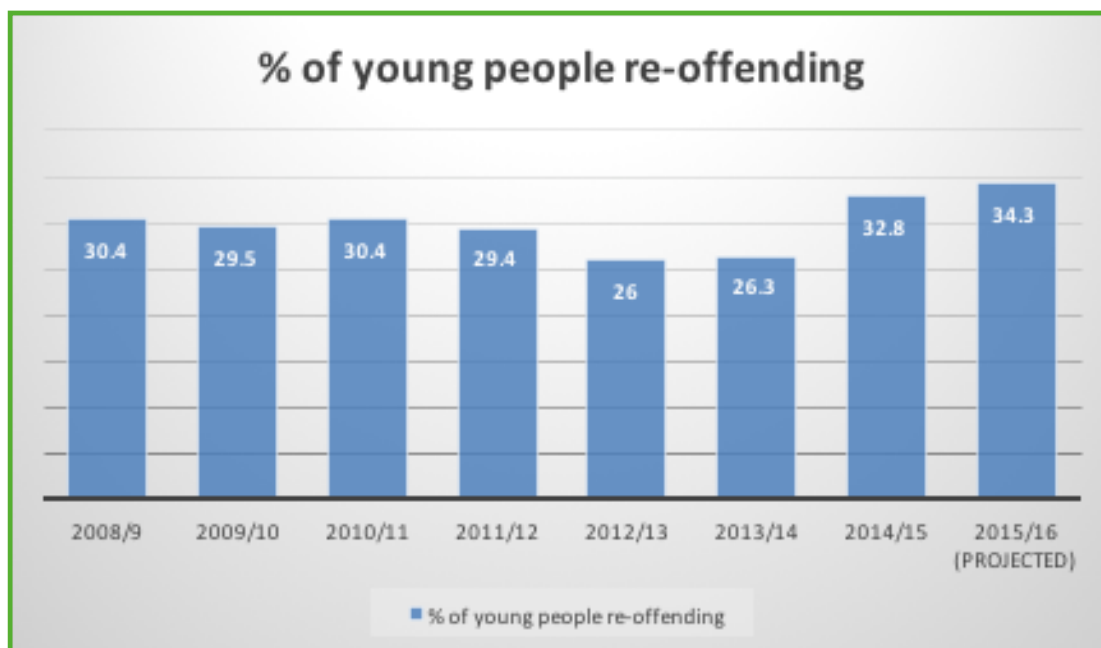
Performance: First Time Entrants to the Youth Justice System

During 2015/16 there were 209 actual FTEs or 295 per 100,000 10-17 population. Whilst this is a slight increase on last year's figures it is the second lowest rate since 2009/2010 as can be seen in the chart below.



Re-offending Rates

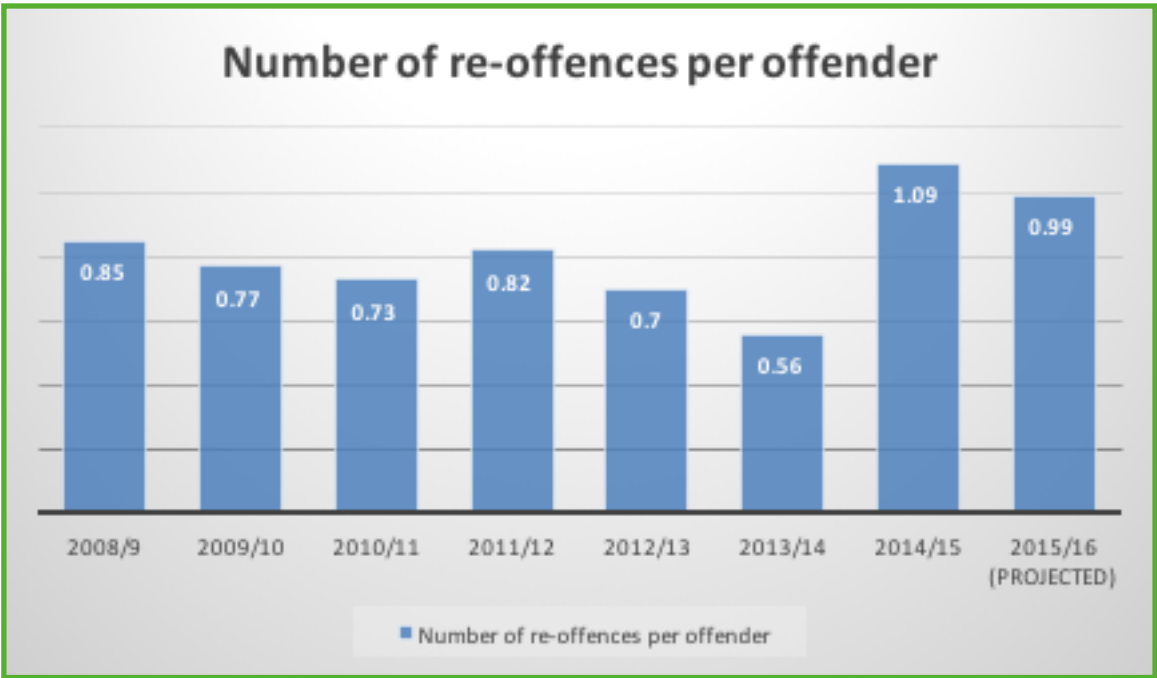
As with first time entrants, reoffending rates of young people within the youth justice system had steadily fallen since 2009/10. However during 2014/15 the rates of re-offending increased significantly. Whilst confirmed full year data for 2015/16 is not yet available, projected figures indicate that the re-offending rates will remain similarly high for 2015/16. There are several factors underlying this increase, some related to the complexities of the young people who form this cohort. Analysis of the data also shows that approximately a third of the young people who have re-offended were not open to the Youth Justice Service – having been subject to a simple Youth Caution or other intervention which did not require intervention from the Youth Justice Service. Different approaches will be required to address these separate issues – from trying to identify effective ways of addressing the needs and complexities of those in contact with the Youth Justice Service, to working with police and community safety partners to assertively refer those receiving lower level sanctions to the Youth



Justice Service for diversionary intervention to prevent further offending. Re-offending rates are shown in the graph below.

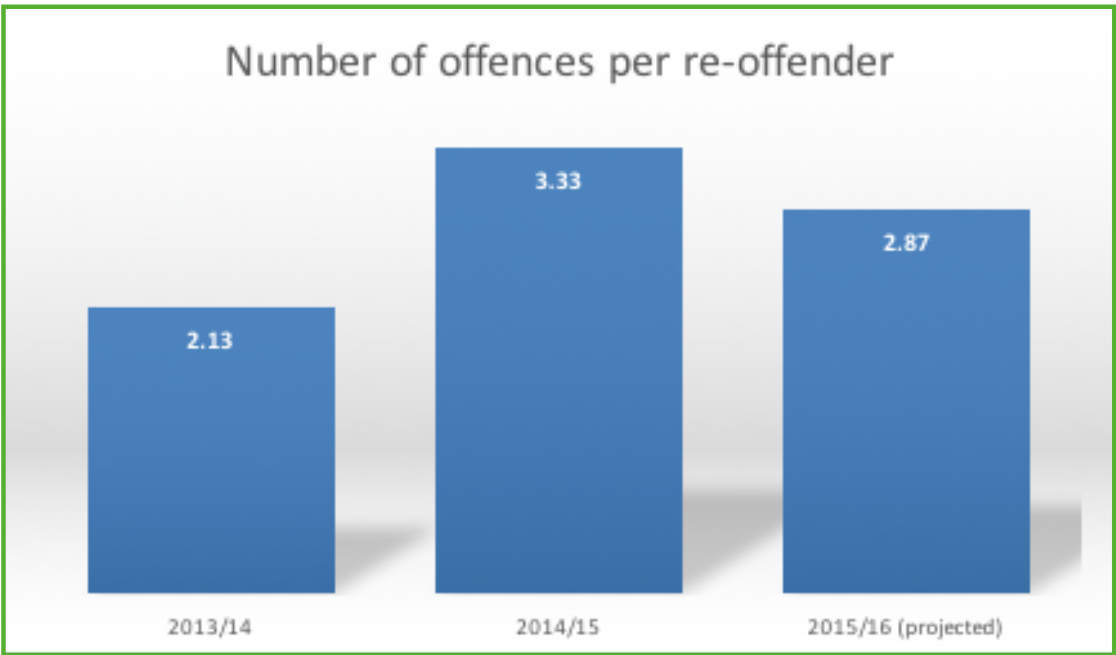
The Youth Justice Service also reports on numbers of offences committed by young people in the cohort.

The graph below shows the number of offences committed per offender within the measured cohort.



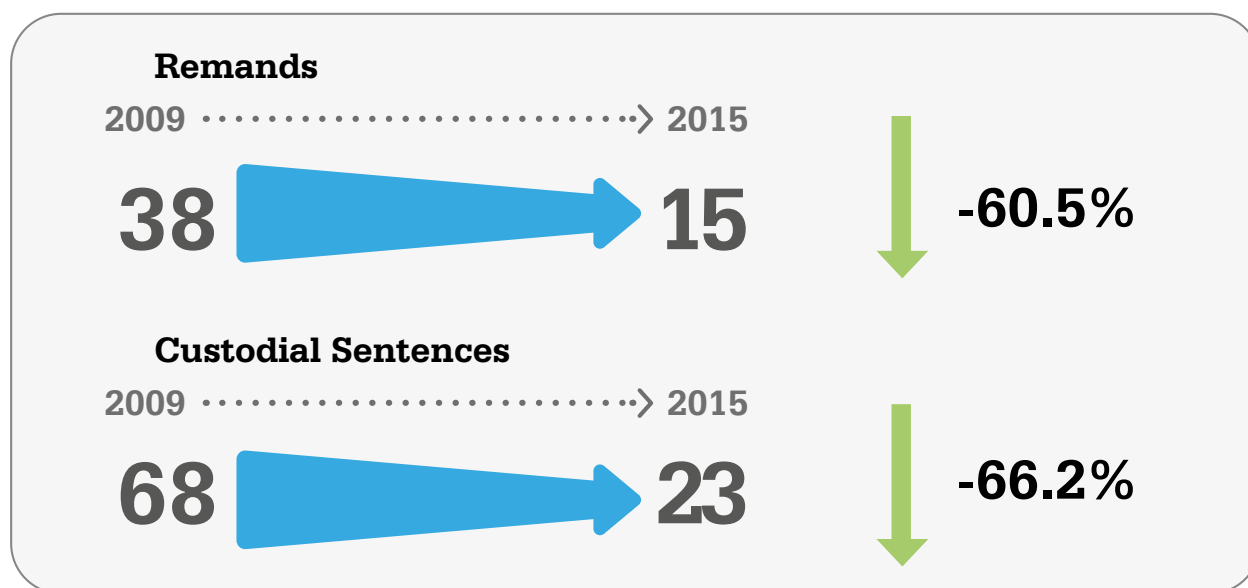
From January 2016 the published frequency data will be changing from the above measure of average number of re-offences per offender to the average number of re- offences per reoffender (calculated by dividing re-offences by reoffenders).

For example, currently under the ‘frequency rate’ measure, if a local area has 204 young people in its offending cohort and 94 of them reoffend, committing 304 re-offences, then the frequency rate would be 1.49 (i.e. 304 re-offences divided by 204 young people in the cohort). Under the new measure, the average number of re-offences per reoffender. The table below shows the new converted measure for the last 3 years.



Custodial remands / sentences

There have been significant reductions in the number of young people experiencing a custodial remand or a custodial sentence within Nottinghamshire since 2009/10.



Performance Measure	Notts current or projected performance 2015/16	2016/17 target
First Time Entrants: Number per 100,000 of 10-17 population	295	Lower than national average
Re-offending- Binary (reported 3 months in arrears)	34.4% (projected)	Lower than national average
Re-offending – Frequency re-offences per offender (reported 3 months in arrears)	0.99 (projected)	Lower than national average
Re-offending – Frequency re-offences per re-offender (reported 3 months in arrears)	2.87 (projected)	Lower than national average
Custodial Remands Actual numbers (young people)	15 young people	Same as or lower than 2015/16
Custodial Sentences Actual numbers (young people)	23 young people	Lower than national average

Risks to Performance and Service Delivery

For the first time in many years, the Youth Justice Service saw a reduction in its income from both Local Authority and Youth Justice Board streams. As a result it reduced its case manager complement by 8.5 FTE posts in 2015 and is currently in consultation around further staffing reductions and service delivery model for 2017. Whilst the incorporation of crime prevention functions into the YOT locality teams will ensure that these important functions are protected to a degree, statutory cases would take priority and the service may need to increase the threshold criteria for crime prevention activity.

The Youth Service and other voluntary and discretionary services face ongoing reductions in funding streams. Whilst the Youth Service will continue to prioritise areas where there is most need, there remains a risk that there may be an impact on first time entrant figures. It is also likely to increase demands being placed on the Interventions team. In order to better manage an anticipated increase in requests, the Interventions team has restructured to allow the delivery of more sessions within areas of high crime and deprivation and to allow a greater flexibility to respond quickly where issues of anti-social behaviour or low level crime present.

The Youth Justice Service reoffending cohort is composed of children and young people who may not be known to the Youth Justice Service. As it is based upon a snapshot of children and young people who received a substantive criminal justice outcome between January and March of the previous year, there are a high proportion that are not known to the youth justice service, such as those receiving first youth cautions or conditional discharges or fines from court. We know that last year 40% of the young people who reoffended were not in contact with the service. Addressing the reoffending of children and young people is therefore a multi-agency effort and work will need to focus upon correctly identifying those who are likely to re-offend at caution stage to prevent them coming back into the system.

In March 2016 the service completed a benchmark audit against the HMIP thematic inspection Transitions arrangements: A follow up inspection. In line with the findings of that report, the Service identified areas

where it could improve its approach to transitions of young people into adult services. An action plan has been developed and approved by the Youth Justice Service Management Board and a follow up audit will be completed in the autumn 2016 to review progress against the action plan. This will be overseen by the Board

The Royal College of Speech and Language Therapists estimate that at least 60% of young offenders have some form of speech, language and communication need. Whilst figures within the Youth Justice Service caseload are not known, there are concerns amongst case managers and managers that the figure is much actually much higher. Speech, language and communication needs impact in many ways - from the young person struggling with literacy and numeracy, struggling to understand what is expected of them due to language used and being unable to properly articulate themselves and engage in activities. Unfortunately, even if identified or suspected, there are a lack of services to which to refer to address this issue, with many being aimed at the younger age range. It is clear that many of the young people with whom the Youth Justice Service works have some form of speech, language or communication need, but given the age of the young people, there is often a lack of specialist provision to address this. As a result the Youth Justice Service invested in licences for the Rapid English Programme and trained ETE workers and a small number of case managers to deliver this programme as a trial. The initial results were promising. An analysis of the small sample of young people who had gone through the programme provided encouraging results, such as increased self-esteem, improvement in communication and hand writing and a reduction in re-offending. The service also learned lessons from this trial with regards to the enthusiasm of the worker being key to successful delivery and engagement of the young person. As a result we have invested more money in purchasing additional licences and have further trained a small cohort of case managers who will dedicate a day a week to screening and delivering Rapid English interventions to young people as part of their orders. In order to ensure that all children are appropriately screened and issues identified early on

into the order, all young people on a statutory order will be assessed on the Rapid English screening tool (which will complement the Asset Plus Speech, Language and Communication screening form). If issues are identified, the young person will undertake Rapid English sessions as part of their order. This will give us a better idea of the number of Nottinghamshire young offenders who have a speech, language or communication need. This project will be kept under review and analysed as to the impact it is having on the children and young people who complete the programme. It is hoped that a roll out of the provision to all children and young people as part of their order will pay dividends in increased confidence, ability to engage with mainstream activities and a reduction in reoffending.

The Youth Justice Service has one YOT nurse specialist for all three locality teams, which given the numbers of young people managed by the Youth Justice Service and the size of the County is

insufficient to meet the needs that are evident. When the post was established it was envisaged that all young people, who were subject to a statutory order would be seen by the nurse specialist for a health assessment and if applicable an ongoing care plan. Despite the dedication of the postholder, there is not enough capacity to allow for this. Case managers have been screening young people using the Asset assessment and referring to the nurse specialist if they identify any health issues that need addressing. Given the hugely important role that this post fills in terms of addressing health inequalities and ensuring this vulnerable group of young people are referred into and access mainstream provision work is underway to increase the capacity of this provision. Negotiations are underway to secure more resources from the Clinical Commissioning Groups to increase the resources put into this important area of work.



Developing and Improving the Service

In May 2015 the Youth Justice Service underwent a short quality screening inspection by Her Majesty's Inspectorate of Probation. The results were positive with an acknowledgement that the service has continued to improve since its already credible Core Case Inspection in 2012. The service will therefore strive to maintain this high level of quality going forward.

During 2015/16 the service deployed Asset Plus under tranche 2 of the Youth Justice Board national roll out of the framework. Asset Plus replaces the previous Asset assessment and places a greater emphasis on professional judgement, desistance factors and integrated planning. Having been successful in achieving a consistent level of quality across the service, the service will need to establish clear guidance as to expected levels of quality for the new framework. All policies and procedures have been re written and clear guidelines to ensure consistency of quality have been produced. 2016 – 18 will see the bedding in of these measures and a return to the high quality assessment and planning that has been a feature of the service. Progress will be monitored by ongoing quality assurance events.

Quality assurance events take place on a monthly basis. This consists of a dip sampling of cases by managers and advanced practitioners. In the main these are focussed upon intervention delivery and outcomes for children and young people, but will also look at other areas of practice as required, such as following a Critical Learning Review or Serious Case Review, to verify any issues raised are not systemic across the service. It is anticipated that following the introduction of Asset Plus, quality assurance events will focus once again on assessment quality, planning (risk, vulnerability and intervention planning) to ensure that quality and standards do not dip with the introduction of a new assessment framework.

Live supervision was rolled out across the service in 2014/15 and this will continue during 2015/16 as a method of ensuring good quality interactions with children and young people. Whilst no quality rating is given to these observations, they are a useful mechanism for reflective supervision and a discussion around case management and engagement of the child or young person.

The Youth Justice Service will be working with the Police, Crown Prosecution Service and Children's Social Care to agree and implement a local protocol regarding the behaviour management of children and young people in care homes to prevent the criminalisation or further criminalisation of looked after children for behaviour that would not lead to prosecution if they were within a family home.

Nottinghamshire received funding for a Junior Attendance Centre in 2015. This was established at the end of 2015 and has been fully operational since January 2016. Courts and Case Managers are already making good use of the provision with a high number of referrals having being made within the first few months of its operation. 2016/17 will therefore see the bedding in of the Centre and identifying models of best practice. Subsequent years will see the review of its effectiveness and success.



During 2014/15 the service committed to gathering young person and family feedback in a more systematic way. This feedback was being gathered through an independent case manager or the team manager of the team contacting the young person and family to obtain their feedback as to the service they have been offered. This was to supplement the evaluation forms that young people complete at the end of their order or intervention. The first set of findings was reviewed at the management meeting in

January 2015. In addition, young people's views of the service and what was important to them when working with a case manager have been gathered and made into a film by young people engaged with the service, which was shown at a service wide event in February 2015. The themes from this were similar to that gathered from a small sample of young people's views as to what they would like from the service to help and support them and how they would like to inform the shaping of this plan, as well as the responses of children and young people via Viewpoint (the service user feedback tool used to gather feedback by Her Majesty's Inspectorate of Probation). The themes coming from the feedback are similar in that the majority report good and positive experiences with the Youth Justice Service and feel they are getting the support they need. Nearly all shared the view that the most important thing to them was the relationship that they have with their case manager and the overwhelming response as to how the service could ensure that the young person's voice was heard when planning our service was for the individual worker or case manager to listen to the young person. This is more important to the children and young people than being involved in wider service planning.

However, the service is aware that we may only be capturing those engaging well with the service, whose view of the Youth Justice Service is likely to be more positive. We will therefore continue to review child and parent/carer feedback to refine the methods, better collate the results and target those who continue to offend or are disengaging with the service to better understand their needs and how the service can respond to them. During 2015 we started focussing upon obtaining feedback from those who are disengaging from the service (via Compliance Panels), those who have committed repeat offences (at the beginning of a new order), those on the highest level of intervention (Intensive Supervision and Surveillance) and those sentenced to custody. This will continue during 2016, the findings analysed quarterly by the management team and the approach will be reviewed in 12 months and adapted as necessary.

The service has a large wealth of experience and skills within its case managers and there is a willingness and eagerness amongst many case managers to act as thematic leads for areas that interest them or where they have a particular skill set. During 2015 we identified case manager leads for the following areas:

- Girls
- BME
- Lesbian, Gay and Transgender
- Autistic Spectrum
- Disability
- Gypsy, Roma and Travellers
- Teenage parents
- Child sexual exploitation
- Abuse within relationships (child to parent/carer, sibling to sibling, within relationships)
- Speech, Language and Communication needs
- Violence / use of weapons
- Unaccompanied children from abroad / trafficked young people
- Looked after children
- Emotional and Mental Health
- Resettlement
- Transitions

Case Manager leads will be key to identifying any deficits in skills within the workforce and identify informal ways to address this, such as team briefings, sharing of resources etc. They will also be key in identifying any areas where practice could be improved and leading on policy or procedure development to address this.

It must also be noted that many of the young people in contact with the Youth Justice Service are also victims of another person's offending – often unreported. It is therefore important to recognise this fact and understand the complex interaction between being a victim of crime and the offences that the young person commits. As the service works with young people as individuals, this is explored with young people by their case managers, with support, intervention and signposting occurring

Action Plan for 2016/17

Actions to be completed in 2016/17	Person responsible	Timescales
FTEs Review the strategy to better target crime prevention resources	YJ Management team	31/03/17
FTEs and Re-offending – Data analysis Analyse FTE data on a quarterly basis to understand profiles and hotspots to target resources; Analyse re-offending data to identify profiles, hot spots and trends;	YJ Ops Manager	Ongoing every quarter until 31/03/17
Service User evaluations Team Managers to seek young person feedback at compliance panels, following resentence for new offences, for ISS cases and for young people in custody	Team Managers	31/03/2017
Review Service User feedback quarterly	YJ Management team	31/03/2017
Service Delivery - Remands Develop closer links with Children's Social Care to reduce instances of remand	YJ Ops Manager/ YJS CSC link Manager	31/03/17
Service Delivery – Asset Plus Pilot new Quality Assurance process	YJ Management Team	31/03/17
Devise new service quality standards for Asset Plus assessments and reports based upon Quality Assurance trends	YJ Management team	31/03/17
Service Delivery – SLCN Eligible young people requiring a Rapid English Screening are screened and any requiring further intervention receive this	YJ Management team	31/03/17
Service Delivery – Thematic leads Case Manager thematic groups agree areas of focus and action plan for each theme	Thematic leads	30/09/16
Service Delivery – Health YJ Ops Manager/ Board to work with key partners to identify a business case for increased YOT Nurse capacity	YJ Ops Manager/ Board members	31/03/17
Service Delivery – LAC prosecutions CSC link manager to work with CSC, police and CPS to embed the LAC Prosecution policy for County LAC	YJ CSC link manager	31/03/17
Service Delivery – JACs Review best practice for the Junior Attendance Centre and embed best practice approaches	Interventions Team Manager / Officer in Charge	31/03/17
Service delivery – Offenders as Victims Explore approaches and services that could be offered to young offenders who are also victims of offending.	YJ Ops Manager	31/03/17
Service Delivery – Managing reductions in funding Develop and implement a new service structure ready for implementation in April 2017.	Group Manager (early Help)/ YJ Ops Manager / YJ management team	31/03/17

Appendix 1

Terms of Reference

Nottinghamshire Youth Justice Board

1. Purpose of the Board

The purpose of the Nottinghamshire Youth Justice Board is to provide strategic oversight and direction to the Youth Justice Service and to coordinate the provision of youth justice services by the Youth Justice Service and partner organisations.

2. Status of the Board

The Board is made up of senior representatives of partner organisations. It is the governance group for the Youth Justice Service and acts on behalf of the County Council and partner organisations. The Board reports to the Safer Nottinghamshire Board.

3. Aim of the Board

To ensure that the Youth Justice Service:-

- prevents offending, thus reducing first time entrants to the Youth Justice Service;
- reduces re-offending of those within the Youth Justice Service;
- keeps numbers of children and young people remanded into custody or sentenced to custody to a minimum;
- safeguards children and young people;
- protects the public from harm

4. Main Tasks of the Board:

Set the strategic direction of the Youth Justice Service via the agreement and review of strategic plans;

- Ensure that the Youth Justice Service meets its statutory obligations via the appropriate allocation of resources;
- Provide support and guidance to the designated YOT manager;
- Review the performance of the Youth Justice Service via the quarterly performance report and commit resources to understand and remove any barriers to performance within their own agencies;
- Review the position of the Youth Justice Service in line with national and local policy drivers;
- Review any operational issues/barriers impacting upon the delivery of Youth Justice Services which could impact strategically or upon performance and identify solutions to overcome these;
- Determine and agree funds and resources necessary to provide effective Youth Justice Services;

- Oversee reviews following Community Safeguarding and Public Protection Incidents or Serious Case Reviews and assist in the dissemination of learning or challenging of service provision/delivery;
- Ensure that the Youth Justice Service is safely managed, with particular reference to the management of risk and safeguarding of young people.
- Ensure that the Youth Justice Service is an integral part of the services and provision for Nottinghamshire children and young people.

5. Membership of the Board

- Corporate Director – Children's Families and Cultural Services (NCC) (Chair)
- Group Manager, Early Help (NCC)
- Youth Justice Operations Manager/ Designated YOT Manager (NCC)
- Group Manager, Children's Social Care (NCC)
- Team Manager, SEND (NCC)
- Chief Superintendent - Nottinghamshire Police
- Head of Nottinghamshire Probation Service - Nottinghamshire Probation
- Director - District Council (Representing District Councils)
- Chief Executive - Police and Crime Commissioner's office
- Senior Public Health and Commissioning Manager – Children's Integrated Commissioning Hub (representing Clinical Commissioning Groups)
- Senior Manager - Bassetlaw Clinical Commissioning Group
- Homelessness Commissioning Manager (NCC)
- Consultant in Public Health – Public Health

In order to be quorate, there must be representation from at least 3 partners.

6. Frequency of Meetings

The Board will meet quarterly, following the production of quarterly performance information. Additional meetings will be held as necessary.

7. Review

The terms of reference will be reviewed on an annual basis.

Appendix 2

Nottinghamshire Youth Justice Service Staffing Information

Type of worker	Male	Female	White British	White Other	Black British	Black Caribbean	Black Other	Asian / Asian British Indian	Mixed other	Other	RJ trained
Manager	2	4	6								6
Advanced Practitioner	2	1	2	1							3
Senior Case Manager	7	8	15								13
Case Manager	1	7	5		1	1		1			5
YJSO	3	6	7		1				1		6
Seconded / partner agency	4	11	14			1					7
Youth Workers	5	11	14	1	1						5
Volunteers	7	20	21	1	3			1		1	27



**Nottinghamshire
County Council**

W www.nottinghamshire.gov.uk
E samantha.morris@nottscc.gov.uk
T 07826 951555



/nottinghamshire



@nottscc