



**Nottinghamshire
County Council**

Nottinghamshire Youth Justice Strategy 2015-18

2017 update



Executive Summary

Youth justice services in Nottinghamshire are made up of three multi-agency locality Youth Offending Teams (YOTs) and a county wide Interventions team all of which are located in the “Family Service” provision. The service meets all of the statutory requirements of a YOT as set out in the Crime and Disorder Act 1998 and includes seconded staff from Police, Probation, Health, and Futures.

The aims of the YOTs 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. Performance against these measures is strong and remains below the national average.

First time entrants to the youth justice system has reduced dramatically since 2008/9 and remains statistically low. It is also below national average levels.

- Rates of re-offending and numbers of re-offences committed by re-offenders reduced steadily since 2008/9 but has started to increase again. Nevertheless it remains lower than national re-offending rates. The YOTs are looking at this cohort of young people to explore if anything could be done differently to address this rising statistic.
- Numbers of young people remanded and sentenced to custody has reduced significantly since 2009 (by over 70% in both areas), meaning that fewer young people are experiencing a period of incarceration than was previously the case.

In addition to the multi-agency make-up of the teams, the Service works closely with partners and commissioned providers at a strategic and operational level to achieve its outcomes and aims. The Service links closely with the Troubled Families agenda and acts as the lead professional where the young person committing crime or anti-social behaviour has triggered the criteria. The Service is also a designated referral point for other agencies who have concerns that a Young Person may be at risk of radicalisation under the governments PREVENT agenda.

The YOTs have experienced further staffing reductions and a new service delivery model was implemented April 2017.

The YOTs continue to monitor their activities via quality assurance; in order to align the Youth Justice Quality assurance process more closely with that operating in other areas of Children’s Services its quality management framework is now managed by the Quality Improvement Group; ensuring assessments, plans and work with children and young people remains of a high quality. It continues to seek feedback from children and young people, parents and carers regarding the service they have received and suggestions for improvement.

The YOTs continue to try to ensure that the needs of children and young people are met within an ever challenging budgetary environment. It will therefore continue to work with partners (such as Children’s Social Care and the Police) to ensure that children are not criminalised or remanded unnecessarily, whilst the Board works with strategic partners to ensure that the health provision offered to young offenders provides them with equality of access that the general population experiences.

Introduction

Youth justice services in Nottinghamshire are made up of three multi-agency locality Youth Offending Teams (YOTs) 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 YOT 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 YOTs 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 YOTs do not lose sight of the child at the centre of what they 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 is the driving factor behind the work that is done. 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 there is partnership working to ensure that every child has 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 the YOTs strive to keep the child or young person safe and free from harm and will work to improve their life outcomes, it cannot be forgotten 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.

Ensuring that victims have a voice and feel listened to is also an important aspect of the YOTs work and for that reason an independent organisation is used 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 2016/17

During 2016/17 the service set out to:

Actions to be completed in 2016/17	Update on Progress
<p>First Time Entrants (FTEs) to the youth justice system Review the strategy to better target crime prevention resources</p>	<p>Completed The service has continued to target its crime prevention resources to have a greater impact; targeting communities with a higher risk of crime and those at a higher risk of ASB. There are now closer working practices between the Locality Teams and Intervention team to tackle those considered most at risk of ASB and/ or offending on both an individual and group work basis.</p>
<p>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;</p>	<p>Completed Managers continue to review FTE's and Re Offending data increasing awareness of the two cohorts and tackling emerging issues e.g. avoiding the criminalisation of Looked After Children and ensuring a high quality of work is undertaken on Referral Orders. The service is also looking at its work in Court in relation to potential cautions and continues to work with the police to increase appropriate crime prevention referrals.</p>
<p>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</p>	<p>Completed Team Managers continue to focus on collecting feedback from the more difficult to engage young people which is being reviewed on a quarterly basis.</p>
<p>Review Service User feedback quarterly</p>	<p>Completed Managers continue to review Service User feedback. This area of work is being further developed with Quality and Improvement to ensure that all feedback is captured by the service.</p>
<p>Service Delivery - Remands Develop closer links with Children's Social Work Services to reduce instances of remand.</p>	<p>Completed Managers continue to work with CSC to try and reduce remands into custody as a result of lack of placement options. All services being part of Integrated Children's Services has assisted in relationship building and improving working practices. Remands during 2016/17 were not attributable to a lack of suitable accommodation.</p>
<p>Service Delivery – Asset Plus Pilot new Quality Assurance process.</p>	<p>Completed The Youth Justice quality assurance processes have been aligned more closely with that which is operating in other areas of Children's Services. Its quality management framework is now managed by the Quality Improvement Group and new QA processes have been successfully implemented.</p>
<p>Quality Assurance Devise new service quality standards for Asset Plus assessments and reports based upon Quality Assurance trends.</p>	<p>Completed Service quality standards have been reviewed in light of Asset Plus and findings from Quality Assurance events. Case managers are fully aware of Service expectations which is reinforced during individual QA.</p>
<p>Service Delivery – Speech, Language and Communication Needs Eligible young people requiring a Rapid English Screening are screened and any requiring further intervention receive this</p>	<p>Completed Processes are now in place to ensure that all young people receive a Rapid English (Communicate) Screening. Subsequently Young People either receive intervention or screening results are shared with the education provider so that individual needs can be addressed.</p>
<p>Service Delivery – Thematic leads Case Manager thematic groups agree areas of focus and action plan for each theme.</p>	<p>Completed Thematic groups were established and specific actions were delivered upon to improve Service delivery in the identified areas.</p>
<p>Service Delivery – Health YJ Ops Manager/ Board to work with key partners to identify a business case for increased YOT Nurse capacity.</p>	<p>Ongoing A business case was in progress to identify levels of need for additional resources; however, this is still under review and, as of yet, increased YOT Nurse capacity has not been agreed.</p>
<p>Service Delivery – LAC prosecutions CSC link manager to work with CSC, police and CPS to embed the LAC Prosecution policy for County LAC.</p>	<p>Partially Completed Work is ongoing to review the prosecution protocol for LAC to ensure that Looked After Children are not being unnecessarily criminalised.</p>

<p>Service Delivery – JACs Review best practice for the Junior Attendance Centre and embed best practice approaches.</p>	<p>Partially Completed JAC monitoring returns are submitted on a monthly basis for yearly review. Service user feedback is being collected to assist in improving service delivery. In light of a changing cohort of Young People, what was considered as best practice has been challenged and delivery practice is again under review.</p>
<p>Service delivery – Offenders as Victims Explore approaches and services that could be offered to young offenders who are also victims of offending.</p>	<p>Ongoing Case managers are very aware of the need to address the needs of offenders who are also victims and liaise with Remedi/H2H to ensure that, if identified, this is addressed.</p>
<p>Service Delivery – Managing reductions in funding Develop and implement a new service structure ready for implementation in April 2017.</p>	<p>Completed The Service has experienced staffing reductions and a new service delivery model was implemented April 2017.</p>



Governance and Structure

Nottinghamshire YOTs are a part of 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 Services. The activities of the YOTs are monitored and directed by the Nottinghamshire Youth Justice Partnership Board, which is chaired by the Service Director for Youth, Families and Social Work. 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 Partnership Board holds the YOTs 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:

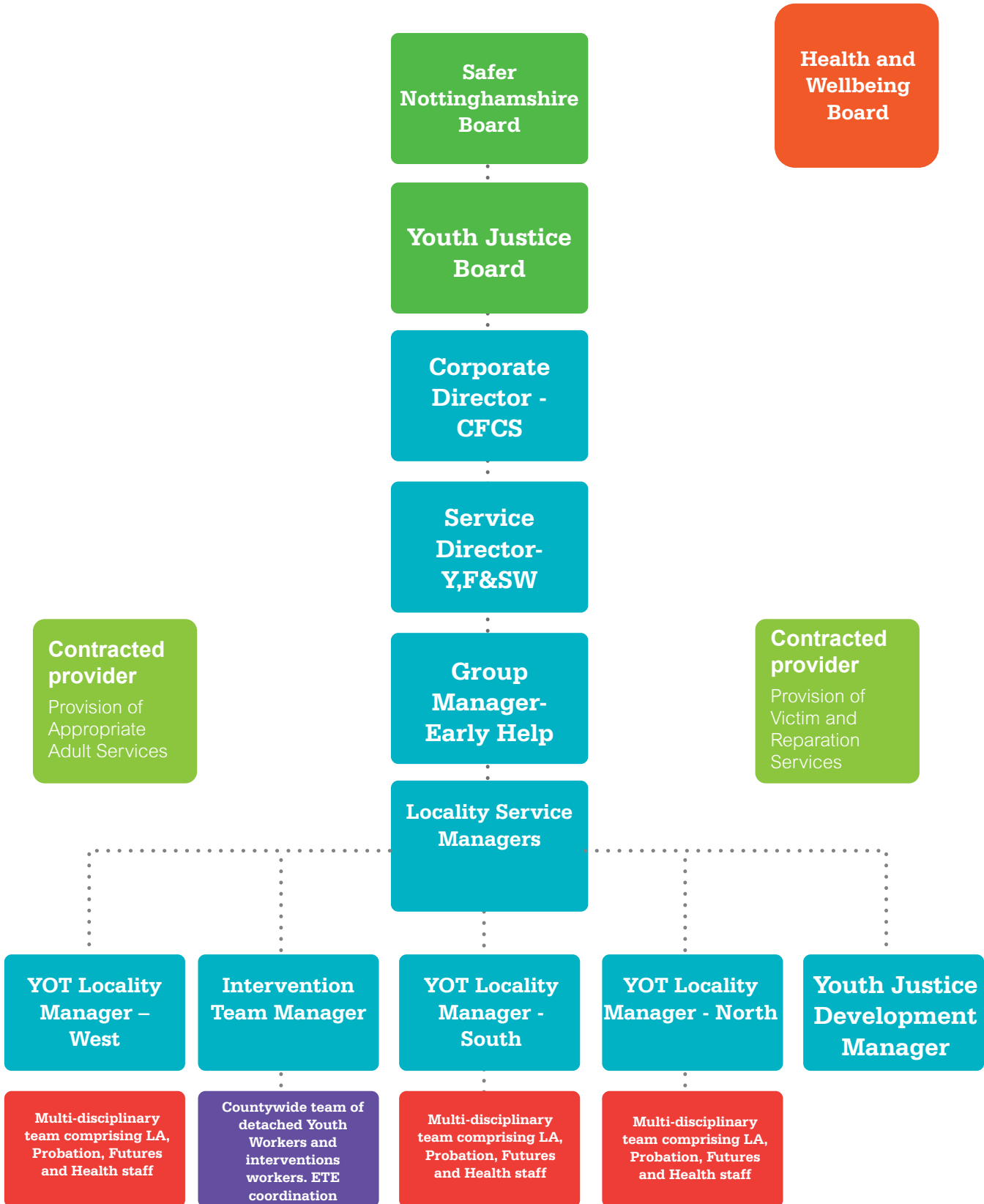
- Receiving quality assurance activity reports and quarterly performance reports, highlighting performance to date, areas of opportunity and risks to performance;
- Reviewing resources on a regular basis to ensure these are being effectively deployed;
- Benchmarking the practice of the YOTs and the Board 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.

Nottinghamshire has 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. There is also a county wide Interventions team, which provide interventions and support for the locality teams and provides assertive outreach to children and young people in areas of high crime and deprivation. Information around staffing and volunteers is attached at Appendix 2.



Governance of the Youth Justice Service



Resources and Value for Money

Youth Justice Services in Nottinghamshire are 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		763,368		763,368
Local Authority - Public Health	120,000			120,000
Nottinghamshire Police	78,000	59,038		137,038
Office of the Police and Crime Commissioner		109,000		109,000
National Probation Service	90,000	10,000		100,000
Clinical Commissioning Group	173,000			173,000
YJB Good Practice Grant		937,419		937,419
Reserves		50,000		50,000
Total	461,000	1,928,825		2,389,825

The YOTs receive additional in kind services from the County Council in terms of infrastructure (accommodation, IT support), quality and performance monitoring and administration and business support.

All senior partnership representatives at the Nottinghamshire Youth Justice Partnership Board value the contribution that the Youth Offending Teams make to reducing crime and anti-social behaviour and are committed to maintaining the current level of funding until 2020. Given the level of commitment to the service by the local authority and its partners, the YOTs are sufficiently resourced to carry out their functions.

The YOTs also commission services to ensure effective delivery against its obligations. Appropriate adult services were re-commissioned in 2017 on the same hourly rate as the previous year. This contract will run until June 2018 with the option of one further annual

extension. The YOTs also commission a specialist provider to deliver its victim and reparation services. This contract has received annual extensions and will run until 2018.

Given the recent commissioning processes and the ability to extend current provider contracts beyond initial commissioning periods, the YOTs do 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.

Partnership Arrangements

As well as working closely with partners operationally to deliver its key objectives, the YOTs engage with partners at a strategic level to ensure that youth issues are represented within Nottinghamshire priorities. The Service Director responsible for the service sits on the Safer Nottinghamshire Board and is the 'Youth Issues' champion. The YOTs are represented by the Group Manager (Early Help) on the Nottinghamshire Safeguarding Children's Board, the Safer Nottinghamshire Board Performance Group and the Multi-Agency Public Protection Arrangements Strategic Management Board.

In addition to standing representation, the Youth Offending Teams engage with local partners around key crime priorities as these develop and links to the local Community Safety Partnerships.

The YOTs are represented on the Prevent steering group and 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 YOTs will work with the young person as part of a crime prevention referral. Work is currently underway to work more closely with the Tackling Emerging Threats to Children team to ensure that services, for these young people, are joined up at an early stage. The YOTs also provide representation on the city/county Channel Panel, providing advice and guidance regarding young people who are referred for intervention.

Since November 2015, the Troubled Families agenda has been absorbed into a mainstream service under the Family Service within Nottinghamshire County Council. The restructuring of the Youth Offending Teams in 2017 has resulted in closer alignment with the Family Service Teams in localities. Where the YOTs are already engaged with a young person who is eligible for support under the Troubled Families Criteria, the YOTs will remain the lead professional and co-ordinate an agreed plan of work and activities. Working in conjunction with the Family Service Teams gives access to increased resources for the individual child and ensures that appropriate support can also be accessed for the wider family.

Numbers of young people remanded to youth detention accommodation has again fallen and remains lower than the national average. Nottinghamshire is keen to ensure that remand is used only for those young people where the level of risk to manage them in the community is too

great. During 2016/17 all remands were felt to be appropriate and unavoidable and, as a result of continued closer working relationships with Children's Social Care, there were no remands due to a lack of suitable accommodation.

As anticipated, the dissolution of the East Midlands resettlement consortium has had very little impact for Nottinghamshire young people. Nottinghamshire continues to offer an enhanced level of service to children and young people in custody and works with young people on their individual issues. 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 alongside the case manager. As young people in custody are some of the most vulnerable young people with whom we work Nottinghamshire continues to make all visits face to face, unless there are exceptional circumstances, and we have no current plans to make use of video link facilities.

In addition to the support of the case manager and interventions worker, where necessary young people are also able to access the support of an Education, Training and Employment (ETE), Substance Misuse and mental health workers. If accommodation is identified as a potential issue upon release, where the child is of statutory age, the YOTs will work closely with Children's Social Work to identify appropriate accommodation placements. If the child is approaching their 18th birthday they will be referred to the Homelessness team in the Family Service to identify appropriate supported accommodation.

In order to keep a focus on reducing the number of young people entering the criminal justice system, the YOTs continue to work with key partners such as the Police and Community Safety teams to identify appropriate young people for crime prevention activities. As indicated, YOTs are also developing closer working relationships with Children's Social Work and the Tackling Emerging Threats to Children's team to further increase crime prevention referrals. These agencies 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. The YOTs acknowledge this and ensure 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.

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 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 (ETE) team within the YOTs now provides a much more bespoke response and brokerage service to Youth Justice Practitioners', young people and their families. The ETE team's policies and procedures are aligned with the wider Nottinghamshire County Council's Children Missing

Education policy and they take an active role in the Vulnerable Children's Education Commissioning group, providing multi agency solutions in relation to the education provision of vulnerable groups.

The ETE team recognises partnership working as integral to increasing opportunities for young people. By increasing communication, and providing extensive advice to the providers of education, employment and training on risk management and their duties under the Rehabilitation of Offenders Act this has increased the opportunities that are available for Nottinghamshire young people who have offended.

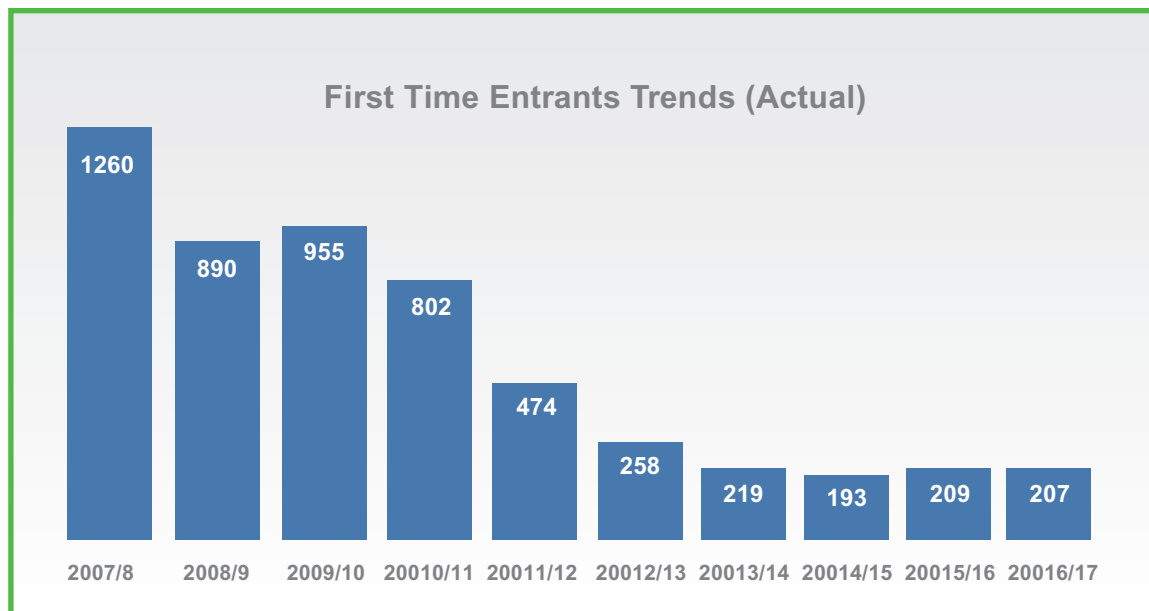
The ETE also co-ordinates the initial request, implementation and review of Education Health Care Plan's (EHCP) for young people who are in custody. This ensures equality of access to appropriate educational provision for our Young People both in custody and upon release into the community.



Performance and Risks to Future Delivery

Performance: First Time Entrants to the Youth Justice System

During 2016/17 there were 205 actual FTEs or 292 per 100,000 10-17 population which remains of a similar figure to last year. This remains lower than the National average and final annual figures suggest that, in Nottinghamshire, there has been an 84.3% reduction in first time entrants over the last ten years.

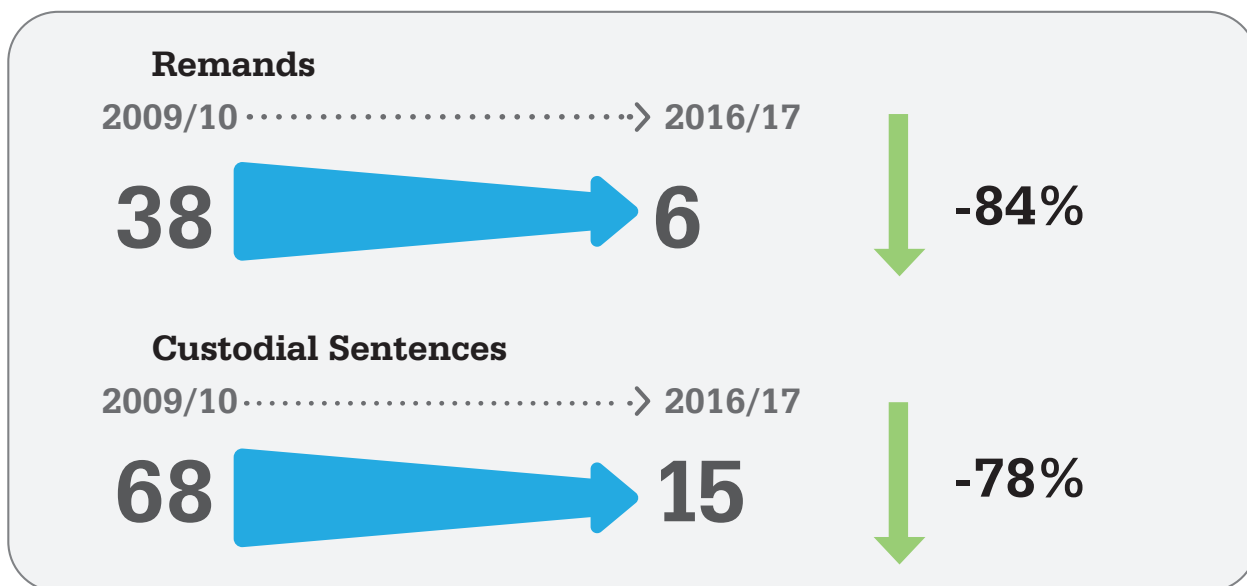


Re-offending Rates

From 2010/11 reoffending rates of young people within the youth justice system was seen to be steadily falling; however, during 2014/15 re offending rates increased significantly and, whilst confirmed full year data for 2016/17 is not yet available, projected figures indicate that the re-offending rates have continued to increase slightly to 37.9%, which is the national average. It appears that, those on Referral Orders remain the highest area of re offending; however, re offending from Young People subject to pre-court disposals is also high. YOT Managers have been asked to give further scrutiny to ensuring intervention delivery to these top groups is strong and maintain close working with the Police to encourage the referral of Young People, who have received lower level sanctions, to the YOTs for diversionary intervention.

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 and this year has seen further reductions.



Performance Measure	Notts current or projected performance 2016/17	2016/17 target
Performance Measure	Notts current or projected performance 2016/17	2016/17 target
First Time Entrants: Number per 100,000 of 10-17 population	292	Lower than national average
Re-offending- Binary (reported 3 months in arrears)	37.9% (projected)	Lower than national average
Re-offending – Frequency re-offences per offender (reported 3 months in arrears)	1.33 (projected)	Lower than national average
Re-offending – Frequency re-offences per re-offender (reported 3 months in arrears)	6 young people	Same as or lower than 2015/16
Custodial Sentences Actual numbers (young people)	15 young people	Lower than national average

Risks to Performance and Service Delivery

The YOTs have seen a reduction in its income from both Local Authority and Youth Justice Board streams which resulted in a reduction of its case managers and a new “minimum operating” model being implemented from April 2017 to ensure that service functions continued. The Youth Justice Partnership Board were keen to protect the crime prevention element of its work and whilst it was envisaged that the thresholds for crime prevention activity would need to increase, to ensure sufficient resources for managing statutory cases, adjustments to crime prevention thresholds have not been necessary.

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. The outreach workers are striving to work with identifiable and targeted groups of young people that are most at risk of involvement in crime or anti-social behaviour, they will work young people in either a preventative or diversionary capacity. They will also work alongside colleagues in other areas of the local authority and beyond (e.g. in youth centres or schools) to assist in dealing with the issues that most affect young people.

In order to better manage an anticipated increase in requests for crime prevention work, the interventions team has restructured to allow for more targeted working areas and maximise use of the available resource. The Interventions team will be producing a menu of interventions for case managers to either pick from the menu or request specific interventions that meet the needs of their young person.

Many of the young people with whom YOTs work 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. The YOTs aim to screen all young people on a statutory order using the communicate screening tool (which will complement the Asset Plus Speech, Language and Communication screening form) which assists in the identification of speech, language and other communication needs. For those young people of compulsory school age, the screening assessment is used to identify any issues, and informs the case managers on how to work with the young person to best meet their individual needs; the screening results are also fed back to the school/education provider. If

issues are identified for young people post year 11, they will undertake communicate sessions as part of their order in order to improve their communication skills and their ability to engage with future employment and training opportunities.

Nottinghamshire continues to maintain one YOT nurse specialist for all three locality teams providing entrants, and re-entrants, to the service with a health needs assessment and a care plan for care and referral on to services to meet unmet health needs. Whilst there were negotiations to increase the resources put into this important area of work from the Clinical Commissioning Groups this has not yet been successful and given the numbers of young people managed by the YOTs, and the size of the County, it remains insufficient to sufficiently meet the needs of the service. For the next year, the YOT nurse specialist will continue to seek and provide opportunities for assessment of those young people who are extremely difficult to engage, and have refused health assessments from other services. There will also be a focus on working with Children's Social Work Services to provide opportunities for consultation, joined up working, supervision and training, to ensure a multi-agency approach is used to ensure the health needs of this vulnerable cohort are met and any risks/vulnerabilities are adequately managed.

As of September 2017 Head 2 Head will no longer be commissioned to deliver specialist intervention addressing Harmful Sexual Behaviour (HSB), which the Youth Offending Teams has valued so highly. It is essential that going forward Young Peoples' needs are still being met, and they continue to receive a high standard of intervention to address their HSB. To ensure that this happens, and to mitigate for potential gaps in service provision, case managers will be trained in “Good Lives” Interventions to address HSB and in Addressing Complex Needs in Young People which will provide them with increased skills to deal with this cohort of young people.

Developing and Improving the Service

In June 2017 the YOTs were part of the Public Protection thematic inspection by Her Majesty's Inspectorate of Probation. Whilst the report has yet to be published, initial feedback to the service was that they had continued to improve since it underwent a short quality screening inspection in May 2015 and they were effectively managing young people's risk of harm in the community. The verbal feedback from inspectors was extremely positive with no significant recommendations for improvement.

The Asset Plus assessment tool has been in operation in Nottinghamshire since October 2015. Having previously been successful in achieving a consistent level of quality across the service, the YOTs have strived to maintain a high standard in relation to its quality of case management work. Revised service quality standards for Asset Plus, focussing on Assessment and Reports, Planning, Delivery and Review of Interventions, Initial Outcomes and Management Oversight have been agreed; whilst there was the risk that the quality and standard of work would dip, with the introduction of a new assessment framework, evidence suggests that this has not happened. During the past year 65 cases have been quality assured, which comprises of a file read and conversations with the responsible case holder. A framework mirroring that used by HMI Probation is utilised for each case with the grading options being Poor, Unsatisfactory, Satisfactory and Good. Overall, 9% were graded unsatisfactory, 29% satisfactory and 62% good, thus indicating that the YOT has been able to sustain working at a high level of quality.

In order to align the quality assurance process more closely with that operating in other areas of Children's Services, the YOTs are now under the auspices of the Quality Management Framework, managed by the Quality and Improvement Group and outcomes of Quality Assurance will be reported upon on a quarterly basis.

The coming year will see the YOTs working more closely with the Police, Crown Prosecution Service and Children's Social Work Services 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.

The Junior Attendance Centre (JAC) has been fully operational since January 2016 with Courts and Case Managers making good use of the provision to address the needs of young people on statutory Orders. Given changes in the cohort of young people who are attending the JAC, ways of working and programme implementation is being reviewed to identify new models of best practice. It is anticipated that changes will include, better use of the available resource to meet the needs of young people who can't attend appointments during the week due to school/work commitments. Using the JAC for the delivery of tailored 1-1 sessions e.g. knife crime/relationship work. In the future there may also be the opportunity to increase the links between the JAC and the delivery of young people's reparation.



The service has continued its commitment to gathering young person and parent/carer feedback and is now working with Quality and Improvement Group to ensure that all feedback is captured and analysed on a quarterly basis. Managers continue to meet with the harder to reach young people, or those that are at risk of disengaging from the service, to encourage compliance and try to better understand how we can respond to their needs. Over the last 12 months the feedback from this cohort has been mainly positive and the majority of responses indicated that nothing more could have been done by the service which would have assisted them not to re-offend/breach their Order and nothing needed to change which is positive for the service. Viewpoint (the service user feedback tool used to

gather feedback by Her Majesty's Inspectorate of Probation) will no longer be used and therefore sustaining practice which captures the views of those working with the service is essential.

The service recognised its large wealth of experience and skills within its workforce and during 2015 case managers were identified to take the lead in addressing a number areas of practice; identifying deficits in skills/resources within the service and creating an action plan as to how this would be addressed. There was various activity across the service, including training days, team briefings and the sharing of new and old resources; case managers' knowledge was enhanced and the number of resources was increased. As a result of this work, the YOTs have improved their service to boys, offering a group work and one to one programme to address healthy relationships, and the service now has a statement regarding the provision of services to young women; demonstrating commitment to providing interventions in a way that responds to

the identified needs of girls and young women. An area of work that is being developed further within the service is its work addressing domestic abuse and several members of staff will be trained to run a programme for 'young people that harm in their own intimate relationships'; it is envisaged that this will be running by 2018. The service no longer has identified theme leads but has an interventions Onespace on the key areas which is to be kept up to date by identified Champions within each Team.

Another area which has been under development is a programme aimed at young people who are displaying discriminatory attitudes / behaviour which is placing them at risk of entering the criminal justice system, 'Breaking the Cycle'. The YOTs have been working closely with the Holocaust Centre, City YOT, Police and Nottingham Trent University to produce a programme of work that can used with young people to address these issues. This programme is now available as an early intervention for young people and will be run in conjunction with the Holocaust centre.



Action Plan for 2017/18

Actions to be completed in 2017/18	Person responsible	Timescales
FTEs Review the strategy to better target crime prevention resources	YJ Management team	31/03/18
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 Management team	31/03/18
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 Case managers to collect service user feedback as per the Asset Plus framework	YJ Management Team Case Managers	31/03/18
Review Service User feedback quarterly	YJ Management Team	31/03/18
Service Delivery - Remands Maintain close links with Children's Social Work Services to reduce instances of inappropriate remand Managers to review all remands locally to identify any inappropriate remands	YJ Management Team	31/03/18
Service Delivery – Asset Plus Embed Quality Assurance processes	YJ Management Team	31/03/18
Review all policies and procedures incorporating the Asset Plus framework and new service quality standards	YJ Development Manager	31/03/18
Service Delivery – SLCN All eligible young people receive a communicate assessment, those eligible receive further intervention or information passed to education providers	Interventions Team Manager	31/03/18
Service Delivery – Health YJ Service Manager to work with key partners to review the business case for increased YOT Nurse capacity	YJ Management Team	31/03/18
Service Delivery – LAC prosecutions CSC link manager to work with CSC, police and CPS to embed the LAC Prosecution policy for LAC including young people placed by OLA.	YJ Management team	31/03/18
Service Delivery – JACs Review best practice for the Junior Attendance Centre and embed best practice approaches	Intervention Team Manager	30/09/18
Service Delivery – Victim Services, Unpaid Work and Restorative Justice Complete revised specification and re-commission services	YJ Development Manager	31/03/18
Service delivery – Offenders as Victims Continue liaising with Remedi/H2H regarding young offenders who are also victims of offending to ensure they receive appropriate intervention. Work with the Office of the PCC to further analyse this area of work.	Case Managers Group and Service Manager	31/03/18
Service delivery – Addressing Harmful Sexual Behaviour Ensure the workforce are sufficiently equipped to work with young people who have displayed harmful sexual behaviour	YOT Team Manager (South)	31/03/18

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 Offending Teams and to coordinate the provision of youth justice services by the Youth Offending Teams 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 Offending Teams 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:-

- prevent offending, thus reducing first time entrants to the Youth Offending Teams;
- reduce re-offending of those within the Youth Offending Teams;
- keeps numbers of children and young people remanded into custody or sentenced to custody to a minimum;
- safeguard children and young people;
- protect 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;

- Set the strategic direction of the Youth Offending Teams and wider youth justice services via the agreement and review of strategic plans;
- Ensure that the Youth Offending Teams and partner agencies meet their statutory obligations via the appropriate allocation of resources;
- Provide support and guidance to the designated YOT manager;
- Review the performance of the Youth Offending Teams 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 Offending Teams 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 Offending Teams;
- 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 local youth justice system is safely managed, with particular reference to the management of risk and safeguarding of young people.
- Ensure that the services for young people who offend are an integral part of the services and provision for Nottinghamshire children and young people.

5. Membership of the Board

- Service Director, Youth, Families and Social Work (NCC) (Chair)
- Group Manager, Early Help (NCC) (YOT Head of Service)
- Service Manager (lead on YOTs) (NCC)
- Group Manager, Children's Social Work Services (NCC)
- Principal Educational Psychologist, (NCC)
- Superintendent - Nottinghamshire Police
- Head of Nottinghamshire Probation Service - Nottinghamshire Probation
- Corporate Director - District Council (Representing District Councils)
- Chief Executive - Police and Crime Commissioner's office
- Senior Public Health and Commissioning Manager – Children's Integrated
- Service Manager (Homelessness Commissioning Manager) (NCC)

In order to be quorate, there must be representation from at least three statutory partners. A YJB representative is invited to each Board meeting.

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

Ethnicity	Manager Strategic		Manager Strategic		Managers Operational		Managers Operational		Practitioners		Practitioners		Administration		Administration		Sessional		Sessional		Student		Student		Volunteers		Volunteers		Male		Female	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F		
White British	1	1	2	3	15	28												4										23	59			
White Irish						1																						0	1			
Other White					1																						1	0	0			
Black & Black Caribbean																											1	0	0			
Black & Black African																											0	0	0			
White & Asian																											0	0	0			
Other Mixed						2																					0	2	0			
Indian																											0	0	0			
Pakistan																											0	0	0			
Bangladeshi																											0	0	0			
Other Asian					1					1																	1	0	0			
Caribbean					2	1				2	1																2	2	4			
African																											0	1	0			
Other Black					1					1																	1	0	0			
Chinese																											0	0	0			
Any other ethnic Group						2					2																0	0	2			
Not known																											0	0	2			
Total	1	1	2	3	21	34	0	0	0	0	0	0	0	0	0	0	0	4	0	0	0	0	0	0	29	29	71	0	0			
Welsh Speakers																											0	0	0			



**Nottinghamshire
County Council**

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



[facebook.com/nottinghamshire](https://www.facebook.com/nottinghamshire)



[@NottsCC](https://twitter.com/NottsCC)