

NORTH LINCOLNSHIRE COUNCIL

COUNCIL

NORTH LINCOLNSHIRE YOUTH JUSTICE PLAN 2017-2019

1. OBJECT AND KEY POINTS IN THIS REPORT

1.1 To inform council of the updated North Lincolnshire Youth Justice Plan 2017-2019.

2 BACKGROUND INFORMATION

2.1 The Crime and Disorder Act 1998 sets out the duty for each local authority, after consultation with the partner agencies, to formulate and implement a published annual Youth Justice Plan which must be submitted to the Youth Justice Board (YJB). The plan has to be approved by the chair of the Youth Offending Management Board. It triggers the payment of the YJB 'Good Practice' grant to the Youth Offending Service.

3 OPTIONS FOR CONSIDERATION

3.1 The North Lincolnshire Youth Justice Plan is a 2 year plan (2017- 2019). The plan has been presented to the Youth Offending Management Board and signed off by the board chair. It was submitted to the YJB who have also approved the plan.

The updated North Lincolnshire Youth Justice plan includes:

- A review of the progress made during the lifetime of the previous Youth Justice Plan
- Updated performance information
- The current YOS Team Structure
- Updated identified risks to service delivery
- Future plans and developments

4 ANALYSIS OF OPTIONS

4.1 The North Lincolnshire Youth Offending Partnership continues to have success in reducing offending by young people in North Lincolnshire. Performance in 2016/17 has built on the improvements over the previous 2 years that have shown:

- Re-offending has continued to be lower than the regional average
- First time entrants continue to be low with a reduction to 33 first time entrants during 2016/17 compared to 42 the previous year.
- There has been continued success in reducing the number of young people who are sentenced to custody.
- The Education, Employment and Training (ETE) of young people is much higher than the England average
- Young people living in suitable accommodation at the end of their order has remained strong during 2016/17

- All victims of crime are contacted as part of all out of court disposals where there is a victim and offered involvement in restorative approaches.

4.3 The Youth Justice Plan specifies how services will continue to contribute to achieving this success, the on-going practice of the service and new developments to continue this success.

4.4 The positive impact of the Youth Offending Partnership was reflected in the successful HMIP 'Short Quality Screening' inspection in September 2016.

5 RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)

5.1 The Youth Justice Plan specifies how the Youth Offending Service will continue to meet its statutory requirements and how the YJB Good Practice Grant is utilised within the Youth Offending Service. There are no additional resource implications for the council

6 OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

N/A

7 OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

7.1 The preparation of an annual Youth Justice Plan is a statutory requirement, partners are consulted through the Youth Offending Management Board where the updated plan has been presented.

8 RECOMMENDATIONS

8.1 That council approve and support the updated North Lincolnshire Youth Justice Plan which is a key document in the delivery of youth justice services in the area.

DIRECTOR OF CHILDREN AND COMMUNITY RESILIENCE

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Date: 20th November 2017

Background Papers used in the preparation of this report:

North Lincolnshire Youth Justice Plan 2017 - 2019

North Lincolnshire Youth Justice Plan 2017 – 2019

Safe Children and Vulnerable Adults

Supported Families and Carers

Transformed Lives

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1. Foreword

Foreword by Superintendent David Hall Chair of the North Lincolnshire Youth Offending Management Board

I have pleasure in presenting the reviewed North Lincolnshire's Youth Justice Plan for 2017 – 2019. This plan details our commitment to supporting children to live safe, successful lives and to reduce their involvement in the criminal justice system. It sets out the priorities for the North Lincolnshire Youth Offending Partnership, how partners will work together to build on the strong picture in North Lincolnshire and plans for further developing youth offending services.

This plan also provides a review of the progress and successes achieved over the last 2 years and looks forward to how, with partners, the team will continue to deliver improved outcomes for some of our more vulnerable young people steering them from offending behaviour into positive and constructive activities so that they can contribute to the communities they live in, have high aspirations and achieve their potential. The progress the Youth Offending Service has made was reflected in the positive outcome of the Short Quality Screening inspection of the service by HMIP inspectors.

The North Lincolnshire Youth Offending Service continues to provide services that make a difference for young people, their families and the community as a whole. There is a continued focus on prevention from offending and working with children and their families to help them address the issues that lead to children and young people becoming involved with criminal and anti-social behaviour. Services have developed a restorative approach and ensure that the voice and needs of victims of crime are considered in all aspects of their work.

The North Lincolnshire Youth Offending Partnerships success can be seen in the improved outcomes it has achieved and these have continued during the implementation of this plan whereby:

- Re-offending has continued to reduce to the latest North Lincolnshire figure of 35.4% - compared to the Humberside average of 41.8%
- First time entrants continue to be low with a reduction to 33 first time entrants during 2016/17.
- There has been continued success in reducing the number of young people who are sentenced to custody - in 2016/17, there were only 0.20 per 1,000 compared to the England average of 0.37.
- Education, Employment and Training (ETE) 63% of young people were in full time ETE when completing their order in 2016/17 compared to 41% across England.
- Young people living in suitable accommodation at the end of their order has remained strong during 2016/17 at 95%, compared to 72% across England.
- Prevention and out of court disposals continue to be a high proportion of cases at 71% of the YOS caseload. In 2016/17 there was a rise of 29%.
- All victims of crime are contacted as part of all out of court disposals where there is a victim and offered involvement in restorative approaches.

Although much has been achieved our aspirations continue to be to achieve more and ensure that communities are safe places to live without fear of crime, to provide opportunities and further improve the outcomes for children in North Lincolnshire and continue to reduce the number of children who become involved in the youth justice system.

Dave Hall

Superintendent David Hall

Chair of the North Lincolnshire Youth Offending Management Board



2. Introduction

The North Lincolnshire Youth Offending Service (NLYOS) is a statutory multi-agency partnership and is situated in Children and Community Resilience within North Lincolnshire Council.

The North Lincolnshire Youth Offending Service Values and Principles

The principal aim of the North Lincolnshire Youth Offending Service is to prevent offending by children and young people. The service also believes that young people within the criminal justice system should be seen first and foremost as children. The work of the YOS is geared towards ensuring this principle is underpinned by our practice.

The YOS believes that crucial to achieving success, change and positive outcomes for young people is the ability to engage with young people and their families and have a relationship with each young person that promotes resilience and the opportunity for individuals to develop 'good lives'.

This includes ensuring that services not only focus on offending or anti-social behaviour but also through the provision of the help the family need including family support, health provision, education, training and employment opportunities, suitable accommodation and assistance to young people to participate and engage in positive activities and communities.

The Youth Justice Plan Key Priorities

The key Priorities within Youth justice plan are twofold – reflecting national and local indicators that are driven by community factors and local priorities for children, young people and the community of North Lincolnshire:

Partner agency and youth justice performance priorities are:

- Preventing offending and re-offending by children
- Community Safety, public protection and services to victims of youth crime
- Reducing the use of custody and overnight remands
- Build individual and community resilience
- Reducing the frequency and seriousness of re-offending
- Reducing the numbers of first time entrants to youth justice.
- Increasing the prevention function of the YOS
- Working to help families to build resilience
- Reducing vulnerabilities including reducing the risks of sexual and criminal exploitation.

Value for money – As an accountable and publicly funded body, the Youth Offending Service is committed to ensuring value for money via robust budget management and review of service delivery based on capacity and workload.

The service ensures that resources are deployed effectively within the YOS structure to meet the changing demands of a smaller convicted cohort, with an increased number of prevention and out of court disposals. Children and young people involved in the criminal justice system, especially those who have been convicted, and certainly those involved in reoffending have complex and often unmet needs.

3. Review of the 2015 – 2017 North Lincolnshire Youth Justice Plan

Summary of Progress and Performance

Prevention of Offending and First Time Entrants

Following the reduction during the lifetime of the 2013 – 2015 North Lincolnshire Youth Justice Plan whereby offending rates and first time entrants reduced substantially. This has been a key target of this plan and the success has continued with 52 first time entrants during 2015/16 and a further reduction in 2016/17 to 33 new entrants,

The North Lincolnshire out of court disposal strategy is joint with the North East Lincolnshire Youth Offending Service providing consistency across the South Division of Humberside Police as part of the Liaison and Diversion programme. Within this children are considered for low level crime/anti-social behaviour and if assessed as appropriate are offered a Prevention intervention or Community Resolution.

During 2015/16 there were 114 new Prevention or Community Resolution and there have been 147 in 2016/17 an increase of 33 cases.

Contributing to the effectiveness of preventative work, access and engagement by young people is supported by funding for Speech and Language and the dedicated worker continues to be utilised to identify needs and increase Speech and Language input for young people involved with the service. The additional screening and support for speech and language has meant all young people are screened and further intervention provided based on this. The Speech and Language worker also provides advice and guidance on interactions with individual children based on their needs and complete joint sessions when appropriate.

Crime safety awareness days continue to take place on a regular basis, targeting children identified by schools across North Lincolnshire. The service also facilitates bi-monthly visits as part of the wider preventative agenda for selected young people from the YOS and schools as part of the 'Prison Me, No Way' programme. Monitoring is taking place of children's attendance at these events and any subsequent referrals into the YOS in order to measure the effectiveness of the days.

The service has a well-developed and pro-active approach to the understanding of, identification, and reduction of risks to and of Child Sexual Exploitation (CSE). All cases are screened utilising the North Lincolnshire CSE checklist and Risk Analysis and the YOS managers actively participate in the Multi-Agency Child Exploitation Meetings and processes.

The partnership is further developing the identification, oversight and reviewing focus on intervening and interrupting the criminal exploitation of children and young people.

Victims of Crime

All victims of crime are contacted as part of all out of court disposals where there is a victim. This includes asking whether they would wish to be involved in Restorative Justice – including restorative justice conferences, referral order panels, direct and indirect reparation, the "doing sorry" intervention is routinely used, a letter of explanation and, where reparation is indirect, victims are offered a menu to choose from.

The YOS works flexibly to ensure that Referral Order panels are held in venues and at times convenient to the victim, but also on occasions ensuring that if it's not the right time for the victim a separate additional panel or an RJ conference takes place instead.

Reducing Re-offending

The Youth Offending partnership continues to prioritise reducing re-offending through:

- Continued support and engagement with Education, Employment and Training including expanding the role of the dedicated education officer to include personalised learning plans for children involved in the YOS.
- Partnership working with the Criminal Behaviour Order team (previously known as ASB team) effectiveness of the panel this includes the offer of early intervention work and positive activities
- Continuing to ensure Improving the support and provision of suitable accommodation to increase successful achievement of orders in the community.
- Focused on reducing substance misuse including education and training on the use of NPS (Novel Psychotic Substances – formerly known as legal highs)
- Developing work with the whole family and including parents in the plan
- Continued development of the Harmful Sexual Behaviour prevention work, now to include interventions on focusing on social media.
- Continuing to support young people once their order has ended for 6-9 months
- Management oversight of quality and focus of work through audits, reviews and performance management – including audits by managers from other services.
- The use of cross-authority peer audits to inform and improve practice

The NUDGE model of practice continues to be well-embedded within the YOS.

The YOS continues to work closely with the ASB team to intervene effectively and divert children and young people from involvement in anti-social and criminal behaviour.

Young people are offered interventions including positive activities to help them to desist from further offending. Examples where this has been successful include the 'Summer Arts College' during August 2016 – this will now take place annually, additionally a further one week arts college will be undertaken in October as part of our wider prevention strategy, this offer will be made to vulnerable children.

Reducing Custody

In 2016/17 there was a further reduction in young people sentenced to custody, giving a rate per 1,000 of 0.20, compared to the England average of 0.37.

The number of remands to Youth Detention Accommodation also continues to remain low. This has been achieved by:

- Use of robust bail support, including bail ISS where appropriate
- A focus on preventative work and the family as a whole
- Building resilience through supporting young people in their education, training and employment
- Use of Integrated Offender Management

- Robust alternatives to remand to youth detention accommodation packages (including remand Foster Care and bail support)
- Use of the early guilty plea
- Consistent use of community pre-release meetings – to ensure that resources are in place as young people are released from custody (in addition to custody pre-release meetings)
- Being clear about young people’s compliance, and using the system responsibly including recall to prison when appropriate, in a consistent and fair manner.

Reduction of Substance Misuse

The Youth Offending Service incorporating DELTA (substance use prevention, treatment and advice service) and its partners continue to be effective in reducing substance misuse through:

- Targeting provision on ‘hidden harm’ and education including the development and on-going work of the Hidden Harm project.
- Inclusion of substance misuse services in proposals to extend the Liaison Diversion Pathfinder planning
- Recognising and assessing lower level mental health and learning disability issues in YOS cases
- The Health Services Comprehensive Health Assessment Tool implemented for those young people who require a health assessment as part of their ongoing YOS involvement including young people in custody.
- Interventions include ensuring that young people are aware of the risks of smoking stronger forms of cannabis and how this can lead to the development of mental health issues in some individuals. The consequences of a criminal record, in relation to the current drug laws and how this can affect their DBS and overseas travel.
- Attendance by the substance misuse service at the weekly OOC (Out of Court Disposal) meeting to identify and discuss in advance new case suitable for substance misuse intervention.
- Early identification and intervention with young people where teenage pregnancy and sexual health is an issue.

Since the project was started in 2012 to date 109 children have accessed this project. This is part of the reduction of first time entrants into the YOS in conjunction with increasing school attainment and children and young people’s aspirations. To date none of the children who have accessed the Hidden Harm project have become involved with the Youth Offending Service, this shows the success of the project.

The service ensures that parents are included in work and information is provided to ensure parents understand the issues relevant to substance misuse. The substance misuse panel work fits with the key elements of effective practice. The panel reviews the work on reducing and managing the use of substances and oversees progress.

Suitable Accommodation

The YOS ensures that Young people have suitable accommodation that meets their needs.

With regards to suitability of accommodation at the end of a young person's programme, this was 95% for 2016/17 compared to 72% across England.

Education, Employment and Training

A key factor in reducing re-offending, custody and remands is addressing the connection between breach and compliance with the accommodation and NEET status of young offenders. The local authority has therefore set local indicators and targets to reduce NEET and ensure ongoing attention is paid to obtaining suitable accommodation for our young people. Young people who offend are therefore included as a priority vulnerable group in the local authority accommodation strategy.

Data for ETE for 2016/17 is for young people supervised who are in ETE. This was 63% for young people supervised by North Lincolnshire YOS, compared to 41% across England

Scrutiny and Oversight

Short Quality Screening (SQS)

HMiP inspectors undertook an SQS inspection of youth offending work in North Lincolnshire during September 2016. The key findings of the inspection were:

Key strengths the inspectors identified were:

- Case managers were skilled, experienced and highly dedicated to welfare and safeguarding.
- Initial assessments and PSRs were constructed effectively containing detailed information.
- The YOT had a good focus on victim safety and the use of restorative justice.
- Partnership arrangements with social care were strong leading to good safeguarding measures.
- Case managers worked effectively with custodial and partner agencies.
- Multi-Agency Public Protection Arrangements were robust, providing effective direction.
- Educational pathways were positively promoted, particularly the summer arts college.
- Children and young people were supported by a range of agencies, whose co-location with case managers was seen as a significant benefit.
- Compliance panels were effectively improving engagement following deterioration.
- Managers were actively involved, providing regular management oversight and staff support.

Areas the inspectors identified requiring improvement were:

- Intervention plans should contain specific reference to what work will be carried out and reviewed to update new circumstances.
- Managers should use quality assurance methods to ensure all information gathered from other agencies is recorded and assessed within vulnerability plans.
- Managers should make sure offence focused work is being delivered, in line with learning styles identified and recorded in case records.

Developments and Innovative Practice

The RESPECT Programme

The Respect programme is a partnership led approach and includes the following key partners:-

- Humberside Police
- Youth Offending
- DELTA – Drug and Alcohol intervention project
- Children’s Services
- Schools

It has been successful in reducing anti-social behaviour and the continued reduction in first time entrants to youth justice. Following the closure of the local court, the partnership are now considering an innovative new programme to involve children and families further in preventative work. This will include designing and delivering a preventative workshop.

Harmful Sexual Behaviour Project (HSB)

The North Lincolnshire Harmful Sexual Behaviour model consists of a virtual team dedicated to managing Harmful Sexual Behaviour (HSB) from early identification through to assessment, risk management, planning and the delivery of interventions. The team comprises a *Harmful Sexual Behaviour Panel* of multi-agency senior managers and a *Harmful Sexual Behaviour Practitioner Group*, both drawn from professional disciplines, including Social Work, Youth Offending, Child and Adolescent Mental Health Service (CAMHS), Police Public Protection, Educational Psychology, Health, Family Support Services (FaSST) and Education and Inclusion services. The Panel has received 61 HSB referrals since January 2012.

Through the knowledge and specialist skill of HSB Practitioners, services are able to offer the court a robust community disposal, thus giving the courts confidence in the ability of services in North Lincolnshire to reduce the risk of reoffending, protect the public and to promote the welfare of the child. The HSB approach has, therefore, been successful in enabling packages to be presented to the courts as alternatives to custody with likely improved outcomes for the children. The programme continues to inform pre-sentencing reports and assessment to inform decision-making and sentence planning in courts.

The programme prevents re-offending through the application of the ‘Good Lives’ model, jointly managed risk management plans and bespoke interventions following the AIM2 and sentencing if relevant. Plans always involve parents or carers – expected outcomes are agreed with them and the child/young person.

Development of the Virtual Restorative Justice Team

The YOS has continued to work towards the Restorative Standard Quality Mark (RSQM) and continue to make reparation a part of community resolutions, offering the opportunity for all parties involved to take part in a Restorative Conference

The YOS has attended the Restorative Justice Council development day and this helped to make positive networks and links for the next steps in rolling out Restorative Practice across services. All staff who work in the Youth Offending Service are trained in Restorative Justice.

Speech and Language

The service continues to deliver training and materials to staff supported by the dedicated speech and language worker based within the YOS. This has been further enhanced by the development of screening materials and child friendly IT based materials as well as support to and awareness raising with workers in the YOS. NHS England funding provides

dedicated staff to support young people to be diverted from the criminal justice system, via prevention and low level CR2 support.

The YOS have a designated Social Worker in this post and 2.5 days of a Speech and Language Therapist and the funding has been agreed until September 2018. The YOS are now attaining feedback for this service and upon receipt of this will evaluate and review the service.

Positive Activities

A range of activities are embedded within the service, there are regular activities during school holidays, and young people are supported to gain access to mainstream activities within the community. Examples include Summer Arts College, Operation Lifestyle and fishing competitions. YOS staff use these opportunities to teach new skills and to undertake informal social education as well as to talk directly about the reasons why young people are involved with the service.

4. Structure and Governance

The North Lincolnshire Youth Offending Service (YOS) is part of the Children and Community Resilience area of the council. The Youth Offending Manager's direct line manager is the Head of Safeguarding Children who reports to the Director for Children and Community Resilience.

The YOS works to the **North Lincolnshire Children's Strategy 2020** which sets out the strategic priorities and ambitions to meet the needs of children, young people and their families across North Lincolnshire. It also sets out the vision, values and principles and shared commitment to work together where children, young people and their parents / carers are at the centre. The strategic priorities are:

- Children and Young People Enjoy Good Health and Emotional Wellbeing
- Children and Young People Feel Safe and Are Safe
- Children and Young People Recognise and Achieve Their Potential

The YOS contributes to the strategic priorities of the Children and Young People's Plan to achieve positive outcomes for children and young people:

The principles and priorities of the Youth Offending Service are aligned with those of North Lincolnshire and include:

- Keeping children and young people safe and at the centre of our practice
- Measuring our success by the difference we make
- Improving outcomes for young people involved in the criminal justice system, or at risk of becoming involved

Quality Assurance, Audit and Practice Development

As part of the Children and Community Resilience area of the council, the North Lincolnshire Youth Offending Service reports into shared Quality Assurance and Performance Management Systems.

The Youth Offending Service has internal audit programmes with a programme of reciprocal peer review process with Youth Offending Services across Humberside on a rota basis. This aims to achieve compliance with National Standards and increase capacity to improve with a focus on outcomes and impact. This rota also applies to practice reviews when there are Community Safeguarding and Public Protection Incidents.

The YOS is committed to developing practice that will withstand scrutiny of internal and external inspection and raises standards set at the last inspection and works towards continual improvement of quality and practice across the service.

The Youth Offending Partnership

The work of the North Lincolnshire Youth Offending Service is overseen and lead by the **Youth Offending Management Board**. It interfaces with other statutory boards and strategic groups and it reports to the Local Safeguarding Children Board, Children and Community Resilience Senior Management Team and Community Safety Partnership.

The YOS relationship with other strategic groups focuses on the impact and prevalence of youth crime in North Lincolnshire, protecting the public and victims of youth crime and safeguarding young offenders and other children connected with youth crime. YOS

contributes to the Children & Young People's Plan, Early Help Strategy, Substance Misuse services, CSE and Criminally Exploited Children plans and processes.

Key focuses of the work delivered by Youth Offending Services in North Lincolnshire include:

- Working in partnership with children, young people and families to engage in effective work and help affect change
- Re-focusing activity on prevention and early intervention strategies to build resilience
- Increasing the number of young people in education, training and employment
- Increasing access to and uptake of positive activities for young people in the youth justice system
- Improving engagement with young people & families through a single assessment, intervention, and planning process
- Facilitating compliance and successful completion of orders
- Reducing the numbers of breach, re-offending and recall to custody
- Reducing the incidence of remand to youth detention
- Reducing inequalities in opportunity and health provision (including SEN, Dyslexia screening, support young people with learning difficulties and screening and support with speech and language)
- Providing assessment, intervention and move on plans for children exhibiting harmful sexual behaviour
- Ensuring early identification and proactive partnership working for young people identified as at risk of CSE
- Ensuring early identification and proactive partnership working for young people identified as at risk of criminal exploitation of children

The Youth Offending Management Board

The Youth Offending Management Board (YOMB) meets quarterly with key partners contributing resources financially and in kind towards service delivery. The YOMB oversees strategic management, funding arrangements, partnership working and access to partner agency services. The YOMB receives quarterly performance reports and monitors staffing arrangements, generic workforce issues, budgets and specific projects. The YOMB monitors action plans and oversees policy, procedure, protocol development and signs off relevant partnership Service Level Agreements.

The YOMB leads on and scrutinise progress in delivering the Youth Justice Plan, including board members taking lead responsibility for specific areas, scrutiny of performance and development, oversight of progress in relation to learning from inspections and key developments. The board provides challenge, oversight and support in the delivery of the plan and the Youth Offending partnership's key priorities. The board and its members are also active in supporting the delivery of youth offending services through agreeing actions to remove any barriers, joint approaches and clear lines of communication.

The Youth Offending Manager reports quarterly and annually on the progress of the Youth Justice Plan, service issues, themes, challenges and new initiatives. The manager's report includes a budget update and any financial issues with budget implications for YOS expenditure.

Service Level Agreement and Partnership Arrangement Review Process

To assure effective partnership working, Service Level Agreements (SLA) exist between the YOS and key partner agencies, including police, probation, CAMHS and Children's Services

with emphasis on Looked After Children and substance misuse services. SLAs are subject to annual review and specify designated roles, accountabilities, responsibilities, recruitment processes, supervision, practice and delivery of services, and management of performance.

Table 1: Core Composition of the Youth Offending Management Board

Name	Agency	Status
Supt David Hall	Superintendent Humberside Police	Chairperson
Mick Gibbs	Director of Children and Community Resilience (NLC)	Board member
Ann-Marie Brierley	Head of Safeguarding Children (NLC)	Board member
Adrian Evans	Integrated Offender management (CRC)	Board member
Kay Aisthorpe	Acting Head of Safer Neighbourhoods	Board member
Emily Reseigh	NHS	Board member
Helena Dent	Health Services Commissioning (CCG)	Board member
Nick Hamilton-Rudd	Head of Humberside NPS (North and North East Lincolnshire)	Board member
Heather Alvey	Youth Justice Board Regional Adviser	Associate member
Paul Cowling	Head of North Lincolnshire Youth Offending Service	Board member
Rachael Redding	Partnership and Planning Team, North Lincolnshire Council	Administrator

5. Resources and Value for Money

Value for Money

The Youth Offending Service continues to achieve a balanced budget comprised in the main from Local Authority core funding and Youth Justice Board Grant, supplemented by partner contributions and some additional grant funding.

There is continued commitment from the Police and Crime Commissioner for 2017/18 to continue to support the work of the YOS in diverting from and preventing youth crime. This is now being allocated and overseen via the North Lincolnshire Community Safety Partnership.

The Appropriate Adults service is delivered in-house. All volunteers used to provide the AA service are trained to ensure they have the information and skills to provide an effective service and recruitment, induction and training into the service continues. The service provides AA support to children and vulnerable adults during Police interviews and charging. This also helps identify the needs young people who have been arrested have at the earliest opportunity.

The YOS works jointly with colleagues in Children's Services to identify alternative provision and prevent the need for children to be remanded to Youth Detention Accommodation. This means that there are options in place to provide suitable accommodation options for young people where it is deemed appropriate to do so. This includes immediate provision as a direct alternative to remand to custody.

Impact and Outcomes

The Youth Offending Service continues to invest in the workforce to deliver effective programmes that focus on reducing first time entrants, use of custody and reoffending. There has been a continued reduction in all these areas and the shape of the workforce continues to develop to reflect this. Investments in early help continue to have a positive impact and contribute to the fall in custodial sentences, the numbers, frequency and seriousness of re-offending and a continued fall in first time entrants to youth justice.

The YOS is continuing to see low numbers sentenced to custody, and is managing remands successfully with continued low numbers.

The also has a lead role and contributes to a cost effective and improved service and management of sex offending including the HSB Project.

Performance

The Youth Offending Service key performance targets are set to be compatible with those set nationally by the Youth Justice Board and to fit with local priorities and local features. The YOS has built on holistic models that include the whole family and work closely with the colleagues in family support services including as part of the Families Initiative. This has also contributed to the reduction in custody, re-offending and First Time Entrants.

As detailed above, the performance of the YOS in relation to key performance indicators continues to be positive and compares favourably to local and national comparators.

Staff Resources and Workforce Development

The YOS continues to benefit from a well-established partnership that includes services from Health, Substance Misuse (DELTA), Education Inclusion and Careers, Post 16 support teams – including the PHASE Community Interest Company that is commissioned to provide accommodation and support to care leavers and homeless young people – Education Psychology, the Children in Care Teams, CAMHS and Speech and Language Therapy.

Young people referred to the YOS continue to benefit from the full time education officer and continued access to a Speech and Language Therapist. Both posts work with case managers in an advisory capacity and directly with some young people who are NEET or at risk of becoming so.

Staff Composition of the Youth Offending Service:

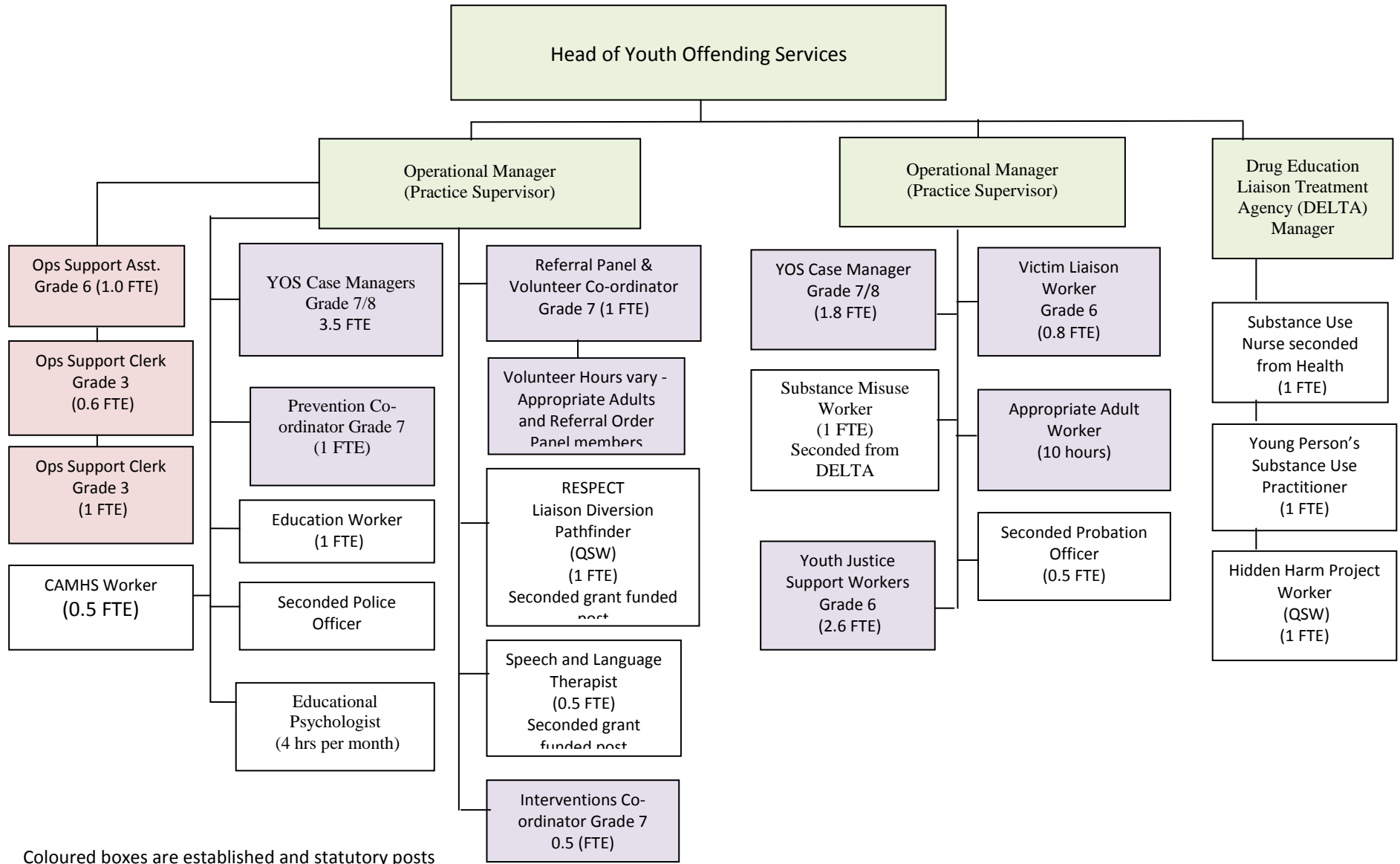
The Youth Offending Service comprises a management team of Head of Service and two Operational Managers (all of whom are registered qualified social workers) and a practitioner team of Case Managers/Court Officers, Intervention workers, Referral Panel coordinator, Victim Liaison Officer and a pool of volunteers.

To ensure compliance with the minimum standards of the Crime and Disorder Act, in addition to the core staff, there are:

- Grant funded youth justice liaison diversion worker (family support),
- Seconded Education and Inclusion officer,
- Substance misuse worker,
- Dedicated health worker (Nurse) within the DELTA service
- Allocated part-time CAMHS worker
- Seconded Police Officer
- Part-time seconded Probation Officer
- Designated Social Worker
- Dedicated Education Psychology time
- Part-time Speech and Language therapist via NAVIGO grant funded provision.

The team is also supported by a dedicated Operational Support team and information / performance team.

North Lincolnshire Youth Offending Service Staff Structure Chart



- Coloured boxes are established and statutory posts
- White boxes are secondments from other agencies, or services under SLA and not permanent YOS staff members

6. Partnership arrangements

The Youth Offending Service is a member of the Humberside **MAPPA** which is attended by the YOS manager and works closely with probation and police to reduce offending.

The YOS is represented on **Anti-Social Behaviour (ASB)** panels; sits on the **Safer Neighborhoods' Operational Group**; and is a core member of the **Harmful Sexual Behaviour (HSB) Group** at the HSB Panel strategic and practitioner levels.

YOS managers attend and are part of the **Multi-Agency Child Exploitation (MACE)** process.

YOS managers are integral to the development of the criminally exploited children's panel.

Partnership Arrangements and Activities Include:

- Close liaison to ensure a positive relationship with the court.
- Provision of dedicated court officers and robust management of pre-sentencing Report (PSR) production
- Working with partners to identify alternatives to remand and more robust community bail packages
- A custody pathway that concentrates planning for young people at the point of entry to custody and provides immediate input on release re ETE, Health, Substance misuse, accommodation and family relationships
- Liaison and Diversion screening tools to help early identification of vulnerable children on the cusp of offending. This is partially funded by NAVIGO, Liaison and Diversion since September 2016. As part of this strategy Navigo fund a part time dedicated Speech and Language worker
- Close links with the **North Lincolnshire Fostering Service** to identify alternative placements that avoid remands to custody, and provision of PACE beds.
- Appropriate Adult training provided to foster carers.
- Core membership and effective utilisation of the **Harmful Sexual Behaviour Panel** and processes have contributed to reducing young people being sentenced to custody.
- Continued partnership working approach to Integrated Offender Management (IOM)
- The YOS work with colleagues in the **Children in Care Team** to ensure that children in care who are at risk of offending are prioritised and preventative work is undertaken.
- The **DELTA** substance misuse service is an integral part of the YOS - the reduction of substance misuse was identified as a key component in the Custody Reduction Study as acquisitive crime frequently correlated with the means to fund cannabis habits. It is also now a factor associated with the rise in Child Sexual Exploitation and the YOS has a focus on reducing substance misuse through:
 - Extending existing substance misuse programmes for young people from the point of entry to custody
 - The Health Services Comprehensive Health Assessment Tool implemented for young people in custody
 - Recognising and assessing lower level mental health and learning disability issues in YOS cases
 - Early identification and intervention with young people where teenage pregnancy and sexual health is an issue.
 - The service ensures that parents are included in work and information is provided to ensure parents understand the issues relevant to substance misuse.

- The substance misuse panel has developed to ensure that its work fits with the key elements of effective practice. The panel reviews the work on reducing and managing the use of substances and oversees progress.

Transition to adulthood

The Youth Offending Service is committed to working with partners to ensure a smooth transition that addresses the welfare needs of young people and continued access to appropriate services and interventions wherever possible to manage the increasing cohort of older teenagers in the youth justice system.

- The YOS aims for young people over 17 on orders extending beyond their 18th birthday on appropriate orders, and where transfer to adult services is deemed to better meet their needs to be subject to transition meetings and receive continued support where appropriate.
- Use of the Y2A portal will further ensure the young people who are transferred to the National Probation Service are done so in a timely and sensitive manner.
- Processes and procedures have been updated and the new probation structure (NPS and CRC) have identified dedicated officers from each service to manage the transitioning cases.

Children in Care

The Youth Offending Service is part of the Children in Care Outcomes meeting, ensuring joint processes for management and review of young people in both the LAC and criminal justice system.

Children are in care by virtue of being remanded into custody also benefit by having bail support packages drawn up jointly between YOS, Children's Social Work Services and partners in the IOM arena.

Children in Custody

All children in custody are allocated an interventions officer who will work alongside the allocated worker and ensure statutory requirements are adhered to and build a relationship with young people to support them when released from custody, and to ensure that they have additional welfare visits and to facilitate where necessary the attendance of parents.

7. Risks to Future Delivery

Risk	Action to Mitigate Risk
<p><u>National Guidance, review and legislation</u></p> <p>The risks associated with changes in national strategies, legislation and guidance following reviews. This includes the impact of any legislative changes, the delivery of services to meet new requirements and the resulting impact on the service to ensure effective delivery continues.</p>	<p>Managers to keep staff informed of any developments, including through the provision of written staff briefings, team meetings and training to prevent any challenges or risks as opportunities for development.</p> <p>To review and develop services in line with the ongoing responses to the Taylor review and national requirements.</p>
<p><u>Potential Further Reductions in Funding</u></p> <p>Ongoing threat of further grant and core budget reductions in the next financial year following existing reductions in the YJB Good Practice Grant.</p> <p>The PCC funding has continued, however, there is a risk that the expectations and allocation may alter and of the funding being reduced or withdrawn from the separate unitary YOS teams with the risk that the PCC across 4 unitary authorities risks loss of local agenda being considered in allocation of resources.</p> <p>In 2018 the PCC funding which is being allocated to the Community Safety Partnership application processes are to be developed</p>	<p>Ongoing communications with PCC office to outline local factors and concerns.</p> <p>Identify additional sources of funding eg Summer Arts college</p> <p>Develop additional resources through joint initiatives with other services, invite other services to share our building, thus reducing the building costs</p> <p>Ensuring that services are kept up to date with progress regarding the process for making applications.</p> <p>Making applications in good time</p>
<p><u>Changes to the Co-hort</u></p> <p>Changes to the overall caseload size and characteristics with an increase in preventative and oocd. This has also meant that the age profile has changed to being primarily 15/16 year olds</p> <p>There has also continued to be a small number of complex and serious cases and – with the overall reduction – this has become a greater percentage of the overall co-hort. This also links to increased vulnerabilities and risks of CSE and children being criminally exploited</p>	<p>The YOS remains committed to its ongoing programme of reducing first time entrants and concentrating resources on more intensive provision for the cohort whose offending and lifestyles is more entrenched and complex and who have been in the system for some years.</p> <p>Develop a new way of working with adolescents, including a the development of a Youth Reference Panel (consultation group)</p> <p>Promote a relationships matter approach to working with young people</p>
<p><u>Re-shaping of Humberside Police</u></p> <p>Humberside Police has been re-shaped and there are new arrangements for the delivery of Police services with centralisation of some core services and changes to roles and responsibilities.</p>	<p>Continued communication and liaison with the Police to ensure there is clarity regarding roles and any changes are understood.</p> <p>The Police have re-introduced the Proactive team and a new approach to neighbourhood policing. The YOS will continue to work closely with the Police to divert children and young people from the</p>

	criminal justice system.
<p><u>Substance Use</u></p> <p>Emerging local trends such as increased consumption of Home grown Skunk (particularly strong type of cannabis) and internet sold Legal Highs (Novel Psychoactive Substances) becoming increasingly popular.</p> <p>Intelligence suggests an increase in MDMA (Ecstasy) and that this is more popular amongst the 17-25 age groups.</p>	<p>Within the YOS there is a dedicated substance misuse service (DELTA). The service screens, assesses and works with young people where there are identified substance issues.</p> <p>The YOS continues to target resources to address hidden harm, improve practitioner skills and competence in delivery of substance misuse interventions, and working to improve health assessments. This includes planning for young people to have substance misuse services and programmes sustained whilst in custody and on their release.</p> <p>Criminally exploited children's panel, are considering these children, are working in a multi-agency manner to disrupt the adults involved in exploiting children, to develop relationships and build resilience amongst children</p>
<p><u>Remands and Pressures on LA Placement Budgets</u></p> <p>The YOS in North Lincolnshire has, in previous years, had a higher than average number of young people sentenced to and remanded into custody.</p>	<p>The number of young people who have been subject to Remand to Youth Detention Accommodation has further reduced.</p> <p>There is a clear process, including the children's concordat for access to Remand and PACE beds when needed with immediate access to this when needed.</p> <p>Foster carers offering PACE beds, have received a briefing to assist them to fulfil the role effectively, selected foster carers are also undertaking Appropriate Adult training.</p>

Appendix 1: Partner contributions to the youth offending partnership pooled budget 2017/18

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Local authority*	Education and Inclusion Officer Designated Social Worker		£355,000	£355,000
Police Service	Seconded Police Officer		Included within the PCC allocation	Included within the PCC allocation
National Probation Service	0.5 FTE Seconded Probation Officer		£5,000	£5,000
Health Service (CCG)	0.5 FTE Seconded CAMHS worker		£16,405	£16,405
NHS England (NAVIGO)			£25,000	£25,000
Police and crime commissioner**			£84,212	£84,212
YJB Good Practice Grant			£325,118	£325,118
Other***				
LA Substance Misuse (Public Health)			£87,000	£87,000
Total			£897,735	£897,735

Appendix 2: Delivery Plan and Youth Justice Board Good Practice Grant Financial Plan

North Lincolnshire Youth Offending Service 2017/18 Deliver Plan including the YJB Good Practice Grant financial plan

Priority	Activity	YJB Grant Allocation		
		Staffing	Other	Total
Reducing the numbers of first time entrants to the justice system	<p>Work with young people and their families to prevent first time entry to the Youth Justice system and reduce re-offending.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> - Continue to build capacity in the team to take an active role in the delivery of Family based models of prevention in liaison with the FaSST, Outreach Youth Support and CSE intervention services. As part of the new narrative for working with adolescents- develop a Youth Reference Panel – young people should decide what it is called – see young people as assets - Promote honesty about what can be influenced - Promote the ‘relationships matter’ approach - Use restorative practice, including use of restorative language in routine contacts with young people - Support parents/ carers to parent authoritatively to reduce harm - Promote self-efficacy and resilience amongst parents /carers - Build capacity for on-going work with families where their children are in custody. - Build on and deliver crime awareness and prevention sessions - Work with partners to provide support, advice, 	<p>Management and Intervention worker, case manager and operational support staffing costs = £116,251</p>	<p>Training, material and delivery of preventative work = £4,000</p>	£120,251

	<p>information and interventions as part of preventative work</p> <ul style="list-style-type: none"> - Develop the Adolescent, Parental Violence multi-agency virtual team, this will include rolling out training across the service. - Design a workshop that's interactive to help children and their parents/carers to understand the consequences- to replace the Respect Court. - As part of the preventative agenda roll out a 1 week summer arts college to children not known to the YOS 			
Reducing youth re-offending	<p>Deliver interventions with young people to reduce further offending including support in their education, training and employment and planned direct work utilising recognised models.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> - HSB - Further develop the capacity within the service to build on the existing model and continue to reduce harmful sexual behaviour amongst young people - Deliver be-spoke training for different types of harmful sexual behaviour and include interventions on social media - Develop the range of diversionary activities to include the Summer Arts College, fishing team and further Artistic events - Review and implement the development of audit tools which considers countersigning and relevant management oversight processes and tools. - Deliver the Appropriate Adult service utilising a pool of trained volunteers to provide an effective and consistent service 	<p>Management and Intervention worker, case manager and operational support staffing costs = £171,393</p>	<p>Delivery of interventions overheads, activity costs and materials = £1,000</p>	£172,393

	<ul style="list-style-type: none"> - Review the diversionary interventions and provide further events/opportunities. - Action plan to be completed in relation to liaison and diversion AA's completing the initial screening - AA training to be delivered to foster carers and a briefing to foster carers who provide PACE beds. - Develop and deliver HSB interventions in respect of social media - Continue to train and support existing volunteers to deliver the AA service, reparation and referral order panels 			
Reducing the use of youth custody	<p>Support young people to prevent offending and reduce the likelihood of custodial sentences.</p> <p>Where young people are in custody provide support and work with the young person to reduce the likelihood of re-offending upon release including ensuring planned reintegration into the community, ensuring suitable accommodation and support into education, training and employment</p> <p>ACTIONS</p> <ul style="list-style-type: none"> - Continue to work with partners to reduce the use of Youth Detention accommodation - Continue to work closely with colleagues in Housing to ensure suitable accommodation is available when needed - Utilise structured line management discussions/decision making to focus on the prevention from and use of RYDA when appropriate - Build capacity in the team to ensure they can continue to work with parents while their child is in custody 	Management and case manager staffing costs = £14,200	Overheads and activity Costs = £572	£14,772

Effective public protection	<p>ACTIONS</p> <ul style="list-style-type: none"> - Continue to build on and develop models of early intervention in the community - When a CBO is being considered, police will provide the evidence, YOS will provide an analysis and recommendation, where a CBO is commensurate and proportionate YOS to work closely with the police to ensure effective delivery - Continue to deliver Restorative practice within the team - Work towards RJ quality mark - Trained RJ workers to meet regularly and share practice 	Service and Operational Manager staffing costs = £8,251	Activity Costs = £500	£8,751
Effective safeguarding	<p>Ensure staff continue to be trained and have the skills within the YOS to ensure safeguarding is effectively considered in all cases managed. Including:</p> <ul style="list-style-type: none"> - Working within multi-agency framework to reduce the number of young people at risk of experiencing CSE and criminal exploitation. - Ensuring safeguarding is considered as part of case audits and QA processes - Continuing to contribute to strategic planning re CSE - Take part in and contribute to MACE approaches and meetings - Ensuring all staff continue to be trained and awareness raising is relevant to developments and approaches to CSE and criminally exploited children - Ensuring staff contribute to the delivery of the North Lincolnshire Helping Children and Families document - Staff to be trained in the neglect graded profile 	5% Service Manager and Operational Manager costs = £8,251	Training costs = £700	£8,951

	Total	£318,346	£6,772	£325,118
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8. Approval and sign off

This Youth Justice Plan has been approved by the North Lincolnshire Youth Offending Management Board:

Dave Hall

Signed.....

Superintendent David Hall

Humberside Police

Chair of the North Lincolnshire Youth Offending Management Board