

NORTH LINCOLNSHIRE COUNCIL

COUNCIL

North Lincolnshire Youth Justice Plan 2021 - 2023

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To request Council to approve the updated North Lincolnshire Youth Justice Plan 2021 – 2023.

2. BACKGROUND INFORMATION

- 2.1 The Crime and Disorder Act 1998 at Section 40 sets out responsibilities placed upon the youth offending partnership in relation to the production of an annual Youth Justice Plan. It states that it is the duty for each local authority, after consultation with the partner agencies, to formulate and implement an annual plan setting out:
- How youth justice services in the area are provided and funded;
 - How the Youth Justice Partnership is composed and funded, how it operates, and the functions it carries out.
- 2.2 The Youth justice plan must be submitted to the Youth Justice Board (YJB) and published in accordance with directions of the Secretary of State. The plan has to be approved by the chair of the Youth Justice Strategic Partnership Board.
- 2.3 In March 2021 the Youth Justice Board provided updated guidance on the required format and contents of Youth Justice Plans. This incorporated a suggested structure of content as follows:
- Introduction, Vision & Strategy
 - Governance, Leadership & Partnership Contribution
 - Resources & Services
 - Performance & Priorities
 - Responding to the pandemic and recovery from COVID-19
 - Challenges, risks and issues
 - Service Business & Improvement Plan
 - Sign off, submission and approval

3. OPTIONS FOR CONSIDERATION

- 3.1 The North Lincolnshire Youth Justice Plan is a 2 year plan (2021 - 2023). The Youth Justice Board requirement was that the plan be submitted to them by 30th June 2021. The revised plan was presented to and approved by the Youth Justice Strategic Partnership Board on 13/05/2021 and is signed off by the board chair. The plan is aligned with North Lincolnshire's One Family Approach.
- 3.2 The plan reviews the progress and successes achieved and how the partnership will continue to deliver improved outcomes for some of the most vulnerable young people with a focus on reducing anti-social behaviour and offending.
- 3.3 The plan was presented to and scrutinised by the North Lincolnshire Places Scrutiny Panel on 4th October 2021.

4. ANALYSIS OF OPTIONS

- 4.1 Submission of the plan to the Youth Justice Board is a condition of and triggers the payment of the YJB 'Good Practice' grant to the Youth Justice Partnership
- 4.2 The plan details the commitment to helping children to live safe, successful lives within their family, their school and their communities and to reduce their involvement in the criminal justice system. It sets out the priorities to build on the strong picture in North Lincolnshire with a focus on promoting resilience and engagement with communities and plans for further developing the youth justice partnership.
- 4.3 The North Lincolnshire Youth Justice Partnership fully embeds the One Family Approach and its success can be seen in the improved outcomes it continues to achieve:
 - The number of children who are enter the youth justice system for the first time has continued to reduce demonstrating our commitment to diverting children away from the criminal justice system where possible.
 - The number of custodial sentences in North Lincolnshire remains low.
 - The percentage of children in care who have been involved in offending remains very low
 - Partnership commitment is strong and evidenced through effective contributions at the Youth Justice Strategic Partnership Board
 - The Youth Justice Partnership quickly adjusted to new and innovative ways of working to ensure statutory functions continued throughout the COVID-19 pandemic

- Young people living in suitable accommodation at the end of an order has remained strong and above the national average.
- Prevention and out of court disposals continue to be a high and increasing proportion of the work of the partnership demonstrating the effectiveness of early help and interventions.

5. FINANCIAL AND OTHER RESOURCE IMPLICATIONS (e.g. LEGAL, HR, PROPERTY, IT, COMMUNICATIONS etc.)

5.1 The Youth Justice Plan specifies how the Youth Justice Partnership will continue to meet its statutory requirements and how the Youth Justice Board Good Practice Grant is utilised within the partnership. Services continue to be provided within existing resources and there are no additional resource implications for the council.

5.2 The Youth Justice Plan forms part of the Council's Policy Framework as defined within the Council's Constitution.

6. OTHER RELEVANT IMPLICATIONS (e.g. CRIME AND DISORDER, EQUALITIES, COUNCIL PLAN, ENVIRONMENTAL, RISK etc.)

6.1 The plan is a statutory requirement within the Crime and Disorder Act 1988.

7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

7.1 Not applicable.

8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

8.1 Partners were consulted and contributed to the formulation of the plan overseen by the Youth Justice Strategic Partnership Board who will also oversee the delivery of the plan.

8.2 The views and comments of young people are integral to and included within the plan.

9. RECOMMENDATIONS

9.1 That Council approves and supports the updated North Lincolnshire Youth Justice Plan which is a key document in the delivery of youth justice services in the area.

INTERIM DIRECTOR OF CHILDREN AND COMMUNITY RESILIENCE

Church Square House
SCUNTHORPE
North Lincolnshire
Post Code
Author: Paul Cowling
Date: 22/11/2021

Background Papers used in the preparation of this report –

North Lincolnshire Youth Justice Plan 2021 - 2023

SAFE | WELL | PROSPEROUS | CONNECTED

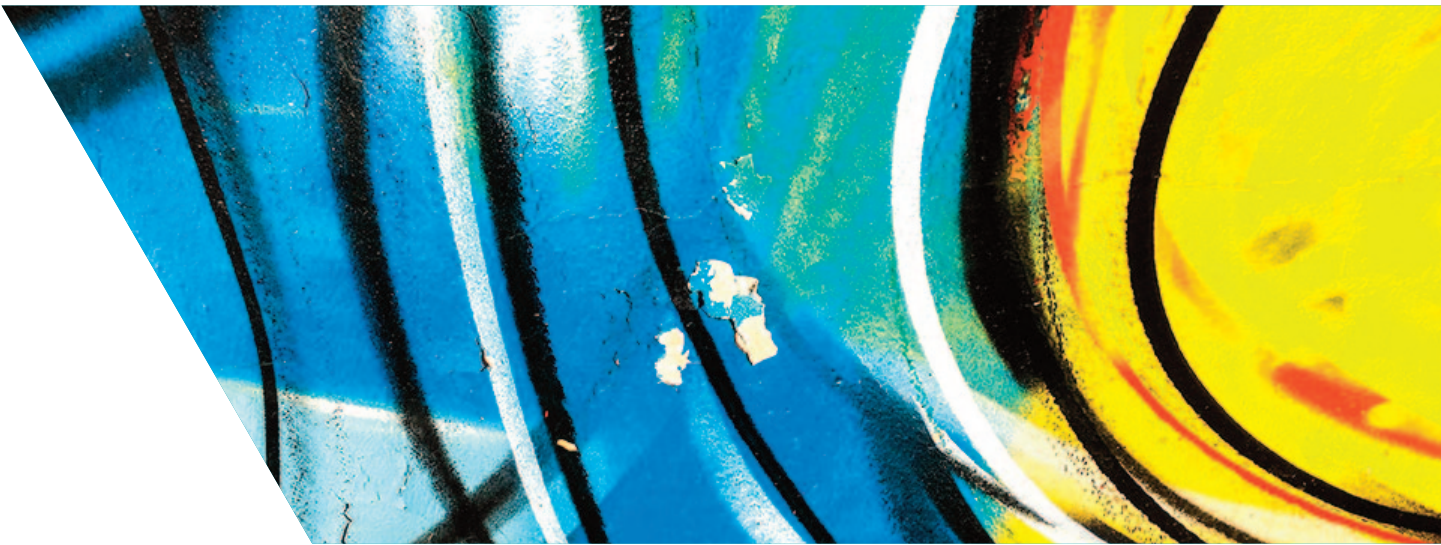
North Lincolnshire Youth Justice Partnership **Youth Justice Plan 2021-2023**



Paul Cowling,
Head of Youth Justice Partnership



Emma Young,
Youth Justice Partnership Manager



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11. 2021-2023 Priorities

- ▼ Improve the Emotional and Physical Health of children involved with youth justice

- ▼ Engagement in Education, Training and Employment

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Clickable Links

These icons mean that there are web-links/attachments that can be clicked; they will then open on your browser/computer.



The Voice of Children

"It's much better when my mum is contacted first so she knows when people are coming"

"Do as much as you can with young people so they don't go out and just keep offending, they do it when they're bored and for the thrill"

"The Case Manager was easy to get along with, relaxed, chilled out and my son felt at ease with him."

"I like the fact I am not judged"

"It's made me more aware...it's helped me understand what is right and wrong and I feel I have learnt a lot so I would be able to help others if they experienced anything like this"

"thank you for sticking with me, I know you've got my back"

"I know I can rely on you and you will be there when I need you to be"

"even though we haven't seen as much of each other because of Covid, I knew you were still there and I still felt supported"



Foreword by the Independent Chair of the North Lincolnshire Youth Justice Strategic Partnership Board

What a year to try and summarise in a Foreword, I will try to be brief as there is so much to read in this Youth Justice Plan for 2021-2023.

The positive response of the Youth Justice Partnership and of the Youth Justice Strategic Partnership to the challenge of COVID-19 provides a clear demonstration of the commitment to children which has always been such an important part of the ethos of North Lincolnshire.

It was also a year of considerable change. The first national lockdown in March 2020 took place only a few days after the service had moved from their long-term base in Oswald House to Church Square House in Scunthorpe. This placed them alongside a range of council services including Children's Services. In my many contacts with the team I have not heard anything other than concern for the children with whom they work and the impact of lockdown on them in the context of their families.

I was appointed as Independent Chair in Autumn 2020 when the previous Chair, Nick Hamilton Rudd

was asked to play a role at national level in the reintegration of the National Probation Service. Nick had been a strong supporter of the Youth Justice Partnership for many years and taking over from him meant that the work of the partnership was already well developed. Throughout the year, all the meetings have continued as planned using Microsoft Teams. Discussions have been well attended, lively and well informed despite the frequent use of the phrase "you're on mute". A review of the service led to a significant strengthening of the leadership of the Youth Justice Partnership in late 2020 and the appointment of a new Partnership Manager, Emma Young.

In my role as Independent Chair, I have had a significant amount of contact with Youth Justice team members, and I have been consistently impressed by their determination to advocate on behalf of the children with whom they are working.





As you will read in the Plan the response to COVID-19 also meant that they had to be creative about continuing their work with children and families. North Lincolnshire Council signalled at an early stage that it would be “business as usual” in terms of maintaining oversight of children. It has also been reassuring to hear directly from children about how the changes have affected them, and that they really appreciate the efforts that their workers have made to keep in touch.

The Youth Justice Plan is a good opportunity to take stock of the last year and to plan ahead alongside children and families. I do hope that you will take the time to read this Plan and that you will also be impressed about the work of the Youth Justice Partnership though this challenging year. It is also my opportunity to thank the members of the Youth Justice Strategic Partnership for their support of the work carried out and to look forward to the challenges of the coming year as we continue to put children at the centre of all our work.



Edwina Harrison
Edwina E. HARRISON

**Independent Chair
of the North
Lincolnshire Youth
Justice Strategic
Partnership Board**

Introduction, Vision & Strategy

The Crime and Disorder Act (1998) places a statutory responsibility on local authorities, acting with statutory partner agencies, to establish a Youth Offending Team (YOT). The statutory function of the YOT is to co-ordinate the provision of Youth Justice Services. Section 40 of the Crime and Disorder Act 1998 sets out responsibilities in relation to the production of an annual Youth Justice Plan. It is the duty of each local authority, after consultation with partner agencies, to formulate and implement an annual youth justice plan setting out:

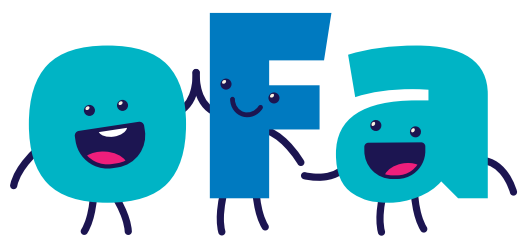
- how youth justice services in their area are to be provided and funded.
- how the YOT will be composed and funded, how it will operate, and what functions it will carry out.

This Youth Justice Plan is overseen by the Youth Justice Strategic Partnership Board (YJSPB) in North Lincolnshire and has been subject to scrutiny and approval by members. In May 2021, the Board agreed to further support the commitment to the 'Child First' principle and the decision was taken to re-brand the service.

Traditionally known as a Youth Offending Service, we intend to become a 'Youth Justice Partnership'. It is argued that language describing children as 'offender' and 'young offender' serves only to "encourage the stigmatisation and criminalisation of children" and "reinforces a feeling of exclusion and discourages positive re-integration into society" (Youth Justice Legal Centre, 2020).

North Lincolnshire Youth Justice Partnership operates in a multi agency arena to work with children at the earliest point, to work with them and their families to engage in addressing the concerns regarding their behaviour. Using a solution focussed and relational model we address offending or Anti-Social Behaviour and promote desistance. Research tells us that the nature of the relationship is the aspect that makes the most difference, we build meaningful relationships with children that are non blaming.





North Lincolnshire One Family Approach

Our plan is aligned with existing policy initiatives including North Lincolnshire's '**One Family Approach**' (OFA). OFA, as endorsed by the Integrated Children's Trust, underpins the values, principles and how we collectively respond to the needs of Children and Families in North Lincolnshire. It captures our intent to keep children in their families, their schools and their communities and ensures that support is provided at the right level by the right person. The One Family Approach builds upon strengths, empowers families and communities to find solutions, builds resilience and enables independence.



The principle '**Child First**' guides the work of the Youth Justice Board and underpins our work and values in North Lincolnshire. We recognise that children in the justice system often have multiple and complex needs. Where possible, we seek to divert children from the justice system entirely and address these needs.

For those who do offend, our core focus continues to be rehabilitation, tackling underlying causes of youth offending, and delivering a system that gives children the support they need to break the cycle of offending and build productive and fulfilling lives. 'Child First' is now an evidenced based approach to delivering youth justice and North Lincolnshire will continue to adopt and embed this approach across the partnership.

We will;

- ▼ Prioritise the best interests of children.
- ▼ Build on children's individual strengths and capabilities as a means of developing a pro- social identity for sustainable desistance from crime.
- ▼ Encourage children's active participation, engagement and wider social inclusion.
- ▼ Promote a childhood removed from the Justice System, using prevention, diversion and minimal intervention.

North Lincolnshire's Profile

The Local Picture

North Lincolnshire is a small Local Authority on the Southbank of the Humber Estuary. Whilst we are a small Local Authority, we cover a wide area due to our rural location and border onto North East Lincolnshire, Lincolnshire, South Yorkshire and Nottinghamshire.

The North Lincolnshire Youth Justice Partnership (YJP) is a statutory multi-agency service and is situated in Children and Community Resilience within North Lincolnshire Council. It is an integral part of the service and is overseen by the North Lincolnshire Youth Justice Strategic Partnership Board (YJSPB).

The service aims to prevent offending by children and young people through a partnership approach that builds resilience. The service is underpinned by the belief that young people within the criminal justice system should be seen first and foremost as children. The work of the YJP is geared towards ensuring this principle is demonstrated by our practice.

The YJP 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'.

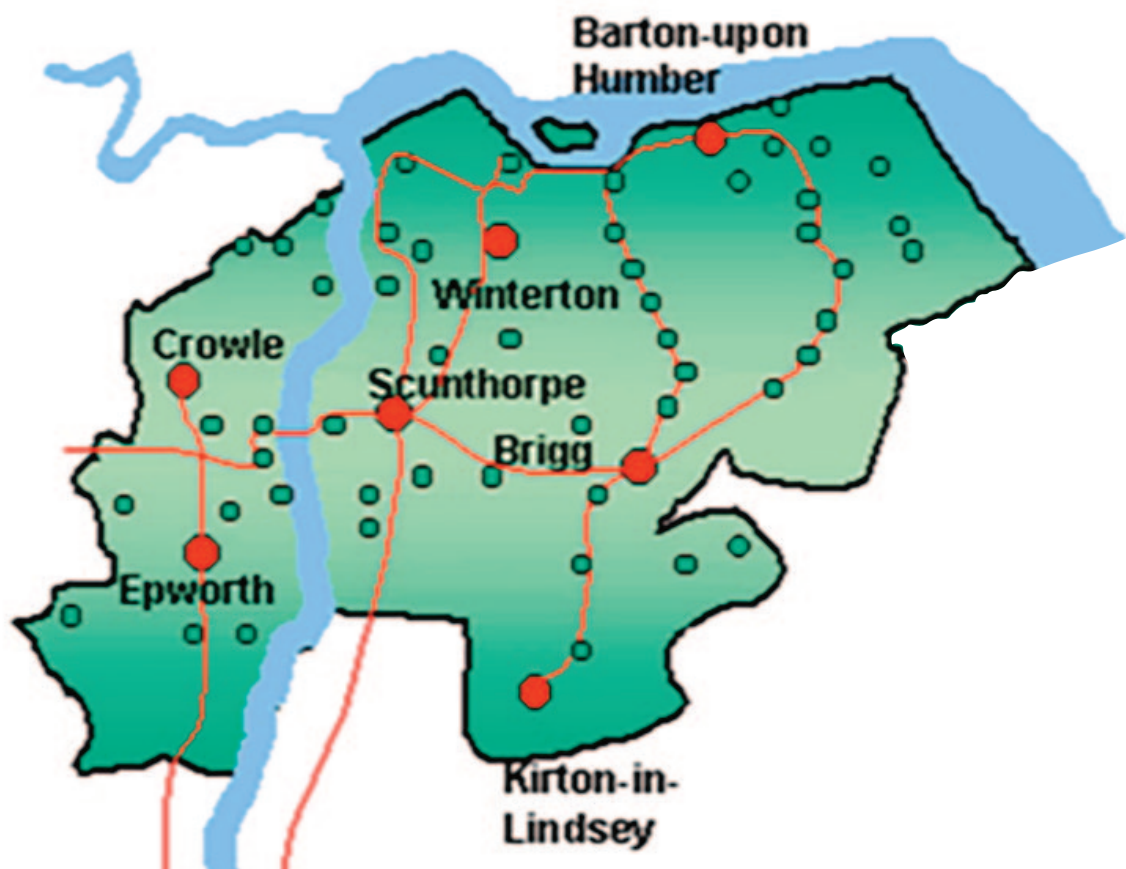
This includes ensuring that services focus on both reducing and preventing offending or anti-social behaviour and the provision of the help the family need, including family support, health provision, education, training and employment opportunities, suitable accommodation and assistance to young people to participate and engage in positive activities within their communities.

In North Lincolnshire we utilise the Serious Youth Violence Stocktake and the Ethnic Disproportionality Toolkit. These tools support us to address any issues of over-representation of particular ethnic groups and reflect on the services we provide. The SYV Data toolkit is designed to help us identify gaps and strengths in the work we are doing to reduce serious youth violence.

In 2020-2021, 179 programmes started, this was an 18% reduction on the 217 programmes in 2019/20.

The 179 programmes related to 143 young people. 85% were for males and 15% for females.





North Lincolnshire's Profile

Headline Statements

First time entrants remain low

The trend for first time entrants to the justice system is consistently and continually improving downwards.

In the last 12 months court cases have reduced from 16 (24% of caseload) to 9 (15% of caseload). This is exceptionally low when looking at comparable data nationally.

This achievement is significant when comparing this to the 37 children the partnership were managing on statutory court orders at 31/03/2018.

% of programmes starting that are out of court/prevention remains high

Out of court and prevention disposals have increased from 68% to 75% in the last 12 months.

Our data evidences the impact our partnership approach to prevention and early help is having and our commitment to preventing offending.

Females referred to the YJS are reducing

Females referred to the Youth Justice Partnership are reducing.

85% of programmes starting in 2020/21 were for males and 15% for females.

This compares with 82% and 18% in 2019/20. (27 programmes starting were to females, a reduction from the 40 in 2019/20).

% of children in care offending remains low

The percentage of children in care offending remains low.

15 programmes (8%) were for children in care during 2020/21, a reduction from 21 (10%) in 2019/20.

We have seen an increase in children from BAME backgrounds

North Lincolnshire have noted an increase in children from the Black and Minority Ethnic population.

13 programmes (7%) were for children from a BAME background during 2020/21, an increase from 7 (3%) in 2019/20.

Review of 2020-2021

Key achievements

Positive Lifestyles Project

North Lincolnshire have worked closely with Not in Our Community to commission a local film co-produced with children. Prior to COVID-19, the service would facilitate a number of youth projects aimed to divert children away from the Criminal Justice System. Whilst the last year has proved difficult to work in the same ways previously, we have ensured that creative and innovative approaches have been taken to engage children safely. This has subsequently led to the co-production of the film 'Trapped' which has been developed to create an early intervention resource that can be used with children, families, professionals and the community to educate on the risks of child exploitation. Children have been involved from the onset from script writing to finding the confidence and self belief to participate in acting parts. We are excited to see the final product and it's anticipated the film will be launched in June.

Risk outside the home

Working Together 2018 was amended on 09/12/2020 to include risk outside the family home alongside interfamilial harm to children. The North Lincolnshire Helping Children and Families Document reflects the changes in statutory guidance. North Lincolnshire have been on a journey to further develop the multi-agency approach taken towards risk outside the home (extra-familial harm). Subsequently, following consultation with partners it was agreed to move away from the language 'contextual safeguarding' and move towards 'risk outside the home'. The rationale being to broaden our response to child exploitation in its widest sense incorporating;

- Child Criminal Exploitation
- Child Sexual Exploitation
- Human trafficking and Modern Day Slavery
- Online Abuse
- Peer on Peer abuse
- Bullying
- Serious Youth Violence
- Radicalisation

Whilst work is ongoing, there have been strides in our development and new approaches are being tried and tested. This has included the development of case mapping exercises which have had a key focus on identifying children earlier and strengthening our preventative approach towards risk outside the home. Partnerships have come together collectively to 'map' children who are linked via soft intelligence or by association to ensure robust plans are in place to try and intervene earlier as opposed to when they may be in active exploitative situations. Partnerships have shared this as an area of good practice and this is something we are keen to develop further in North Lincolnshire.

Home Office – Devolved Decision Making for Modern Day Slavery Pilot

North Lincolnshire have been successful in the bid to participate in a Home Office pilot 'Devolved Decision Making for Modern Day Slavery' which will enable us to utilise our current safeguarding processes to make decisions on the National Referral Mechanism.

The funding has been utilised to develop a new role within the authority that will support the co-ordination of referrals. This approach will enable decisions about whether a child is a victim of modern slavery to be made by those involved in their care and ensure the decisions made are closely aligned with the provision of local, needs-based support and any law enforcement response.

In North Lincolnshire we are committed to ensuring children vulnerable to exploitation are recognised as victims and treated as such. Most pertinently in relation to any criminal proceedings, safeguarding and Modern Day Slavery. It's anticipated that the pilot will lead to better outcomes for children and avoid unnecessary delays in decision making which can have an adverse effect of criminal proceedings and court outcomes.

We are casting for a gritty new film about crime based in North Lincolnshire.

NOT IN OUR COMMUNITY

DO NOT CROSS CRIME SCENE DO NOT CROSS

No acting experience necessary!

DM us or email pippa@eskimosoup.co.uk

Children arrested and released under investigation (RUI)

A thematic review was undertaken to understand the implications on children in North Lincolnshire being released under investigation (RUI). This process enabled partners to analyse the current processes in place and provide a summary

and recommendations to improve outcomes for children and avoid unnecessary delays in decision making. The review also enabled key themes to be identified and subsequent actions which were then taken to the Youth Justice Strategic Partnership Board.

Review of 2020-2021

Summary of performance

The progress and performance of the Youth Justice Partnership is reported to each Youth Justice Strategic Partnership Board for scrutiny, oversight and action. Whilst the impact of COVID-19 has brought about unprecedented challenges it's recognised that as a service we have continued to improve and develop.

The Youth Justice Partnership continues to provide services that make a difference for children, their families and the community as a whole. There is a continued focus on prevention from offending through holistic family approaches, 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. Our staff have a clear understanding of how service delivery translates into performance and how individual roles contribute towards it. There is regular consultation with staff at all levels to ensure their understanding and commitment towards this.

The number of cases open with court outcomes has reduced significantly in the last 3 years. The Youth Justice Partnership was managing 37 children on statutory court orders at 31/03/18 opposed to 9 children at 31/03/2021. There has been an improving downward trend from 37% of the caseload at 31/03/18, 25% at 31/03/19 and currently standing at 15%.

Our fundamental aim is to promote a childhood removed from the justice system, using prevention, diversion and minimal intervention. Our data evidences the impact our partnership approach to prevention and early help has had demonstrating an increase in out of court disposals/prevention programmes. It is argued that our numbers have shown a slight reduction in 2020 due to the impact of covid and the national lockdown but the percentage of diversion disposals (75%) has still remained substantially higher than statutory disposals and considerably higher than our neighbouring comparators.

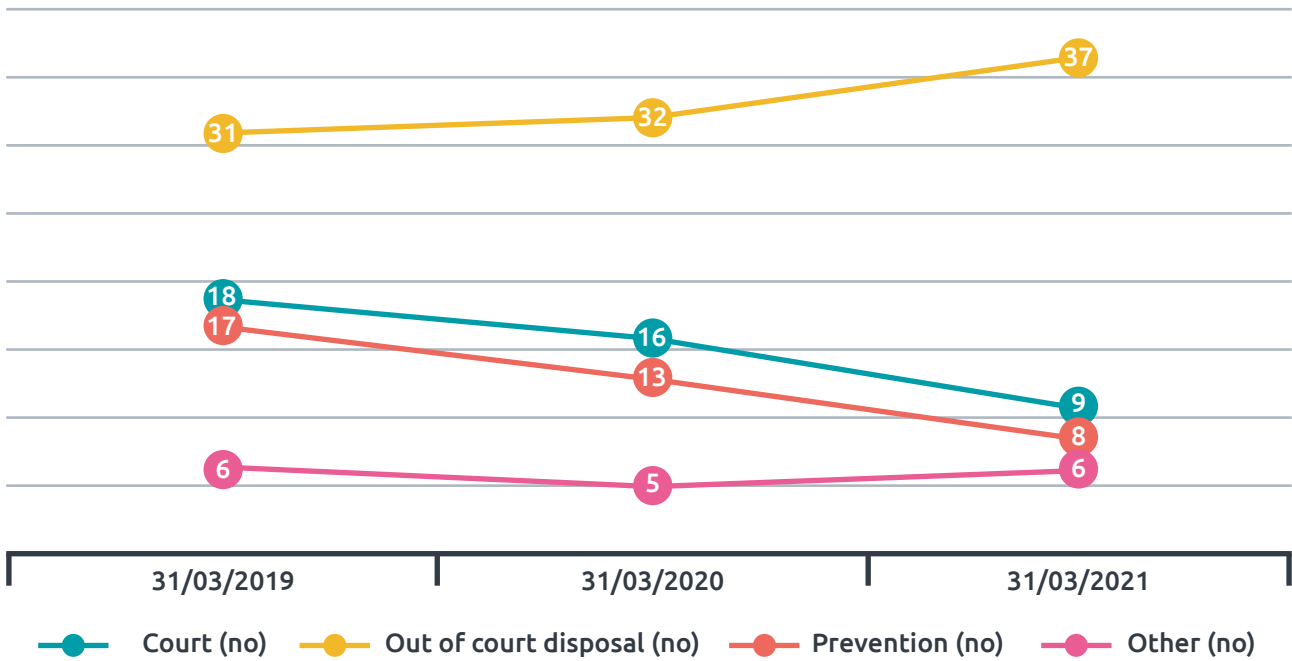
In 2018/19 there were 158 new out of court disposals/prevention programmes starting, 76% of all programmes starting. In 2019/20 this was 85%, based on 172 such programmes.

In 2020/21 this is 86%, based on 127 such programmes. Although the number of programmes starting in this category reduced, the % of overall programmes remained in-line with the previous year.





YOS Caseload (no)



YOS Caseload	31/03/2019	31/03/2020	31/03/2021
All programmes (no)	72	66	60
Court (no)	18	16	9
Out of court disposal (no)	31	32	37
Prevention (no)	17	13	8
Other (no)	6	5	6
Court (%)	25%	24%	15%
Out of court disposal (%)	43%	48%	62%
Prevention (%)	24%	20%	13%
Other (%)	8%	8%	10%

Reducing First-Time Entrants

First Time Entrants into the Criminal Justice System in North Lincolnshire have continued to reduce demonstrating our commitment to divert children away where possible.

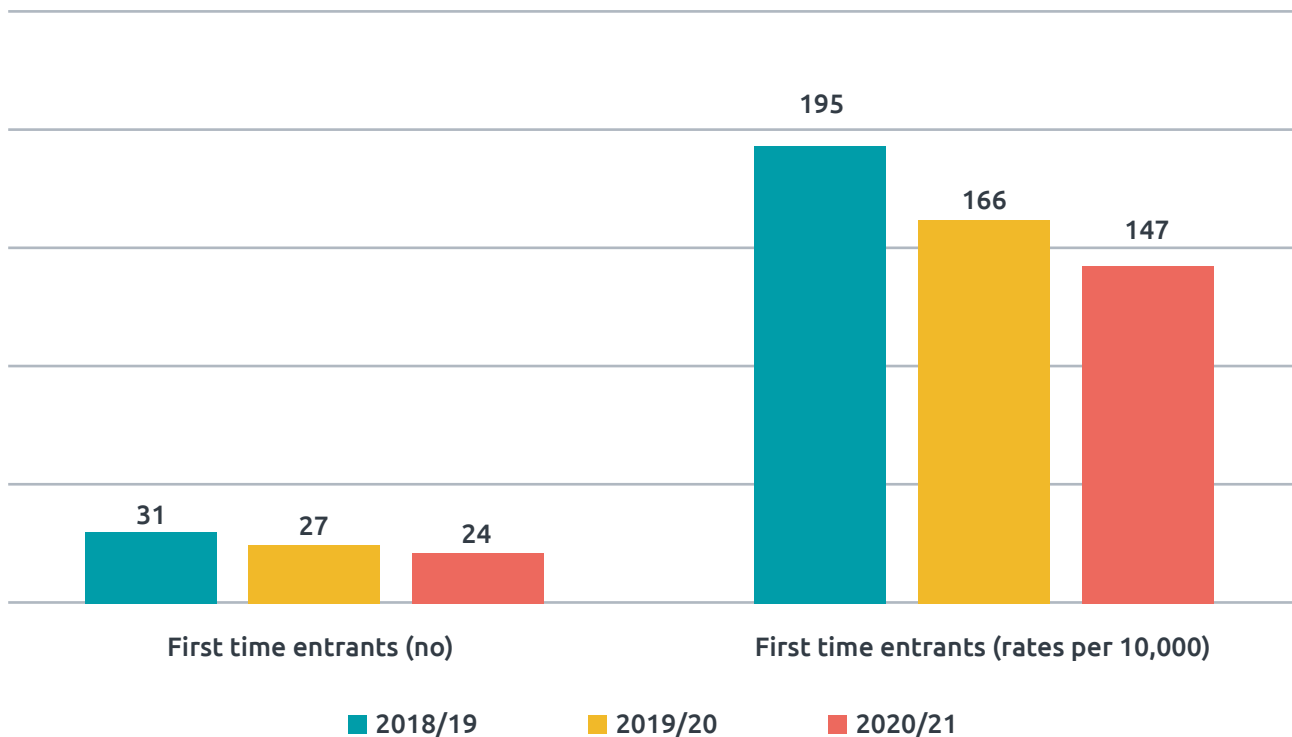
The YJB measures this as a rate per 100,000 of 10-17 years olds in our area. In 2018/19 this figure was 195 (31 young people). This was better performance than the England rate of 224, Humberside rate of 217 but slightly higher than the YOT family average of 189.

In 2019/20 there were 27 locally recorded first time entrants, giving a rate of 166. The MOJ are yet to publish the figures from the PNC for this period.

(The latest figures from Jan-Dec 19, rate of 126 (20 children) in NL, 222 in Yorkshire, 169 in Humberside PCC, 208 in England and 174 for the YOT family).

In 2020/21 we have recorded 24 first time entrants, giving a rate of 147. Our reducing trend has continued, remaining below the latest comparators.

First Time Entrants, Number & Rate



Reducing Re-offending

Re-offending is measured by looking at a cohort of young people (aged 10-17) who received a caution or sentence or were released from custody during a 3-month or 12-month period. All the young people in the cohort are tracked for 12 months to see how many re-offended and how many further offences were committed.

Data indicates that re-offending in North Lincolnshire is reducing. The latest MOJ figures are for the 2018 period. This had a cohort of 63 children, of which 25 children committed 99 re-offences. This gives a re-offending rate of 39.7% and 3.96 re-offences per re-offender. This is a reduction from 2017 when it was 49.3%, with re-offences per re-offender at 7.71. The latest re-offending rate is higher than the Family average of 36.7% and their re-offences per re-offender rate is lower at 3.72. England averages for the same period are 38.4% and 3.93 re-offences. The Humberside rate was 48.5% and 6.29 re-offences.

Locally we estimate that the re-offending rate was around 41.7% for the 2018/19 cohort (20 out of 48 young people re-offending). The 2019/20 cohort is currently running at 22.7% (10 out of 44 young people re-offending); the monitoring period for this cohort is still not complete.

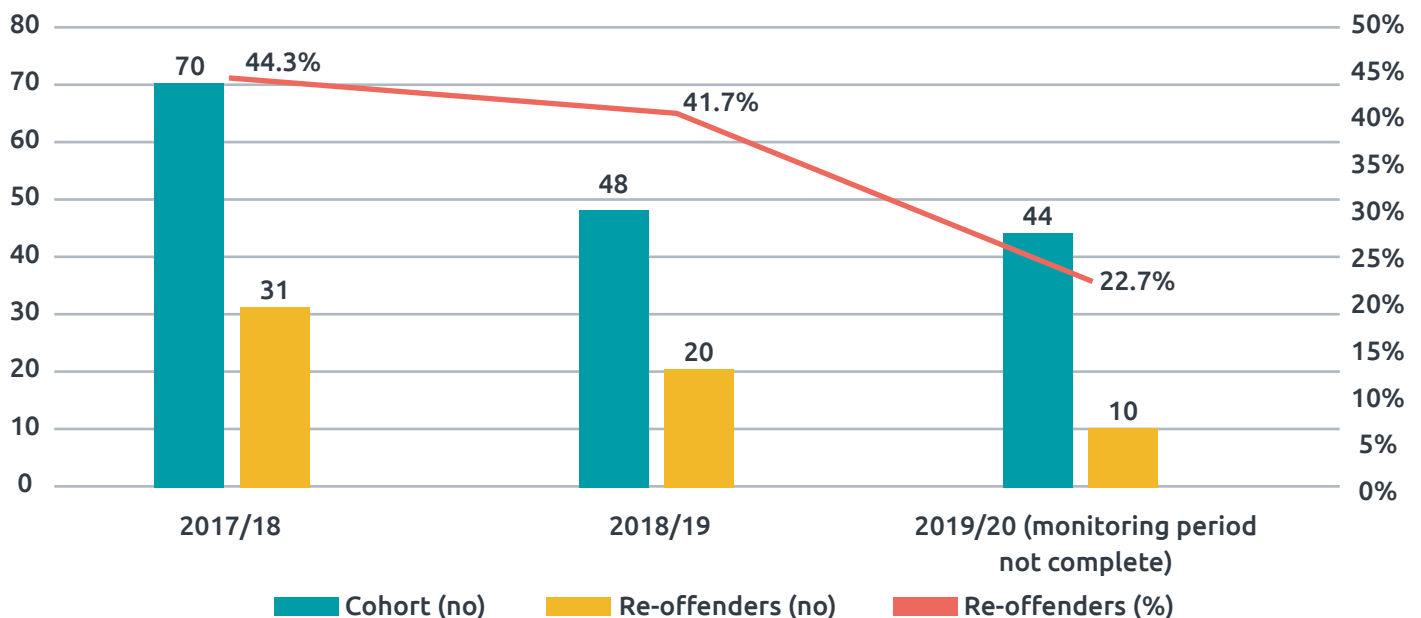
Whilst it is early in the monitoring period for this cohort, it is of note that there is an increased likelihood of re-offending in the first 3-6 months following the previous offence.

This reduction in the re-offending rate has been achieved alongside the continued reduction in First Time Entrants demonstrating the impact of the partnership approach based on positive engagement, prevention and diversionary activities. Due to the size of the cohort, this continues to be volatile and this will continue to be a key priority for the partnership.

The Youth Justice Partnership continues to prioritise reducing re-offending through;

- ▼ Adopting an effective method of “live tracking” of children and young people currently being worked with and who are in the current reoffending cohort.
- ▼ Reviewing assessment practice to see where improvements can be made in accurately identifying the potentially prolific reoffenders at the earliest stage.
- ▼ Quality assurance that as soon as young people are identified as more likely to re-offend their intervention plans are amended accordingly to reduce that likelihood.
- ▼ Senior Case Managers are utilising the YJB Re-offending Toolkit to keep well-informed of the make-up of the cohort and the characteristics of those who are re-offending in order to adjust services accordingly to improve our re-offending performance.

Re-offending Cohort & %



Reducing Custody

Custody for children should be a 'last resort'. Children in custody are extremely vulnerable and their experience of detention exacerbates and compounds this vulnerability.

The number of custodial sentences in North Lincolnshire remains low. This has been achieved by;

- A focus on preventative work and the family as a whole.
- High quality pre-sentence reports.
- Use of robust bail support, including Bail Intensive Supervision and Surveillance where appropriate.
- Building resilience through supporting young people in their education, training and employment robust alternatives to remand to youth detention accommodation packages (including remand Foster Care and bail support).
- Use of the early guilty plea where appropriate.
- Appropriate resettlement support for those children released from custody.

In 2019/20 there were 2 custodial sentences, giving a rate of 0.13 per 1,000 of 10–17 year olds in our area. In 2020/21 this reduced to 1 custodial sentence, giving a rate of 0.06.

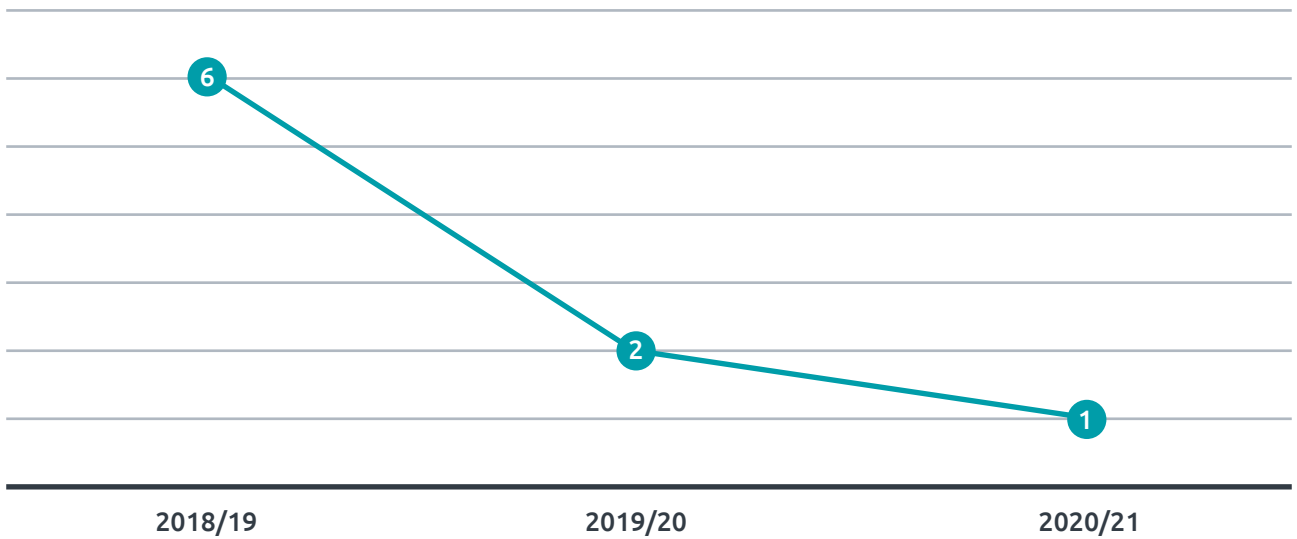
The latest comparators available are for 2020. Our rate was again 0.06, Humberside PCC was 0.12, Yorkshire was 0.15, England was 0.14 and YOT family was 0.15. Hence, we are currently running below these comparators.

Whilst the use of custody remains low it's noted that there is also a small number of children remanded into custody this was 4 children in 2019/20 and 5 in 2020/21. Further exploration has occurred to analyse the proportionate use of remand considering LASPO (Legal Aid, Sentencing and Punishment of Offenders Act 2012). Following review it was recognised that those children remanded to custody were identified at risk of Child Criminal Exploitation CCE and 4/5 were remanded for drug related offences.





New custodial sentences (no)



Period	2018/19	2019/20	2020/21
New custodial sentences (no)	6	2	1
New custodial sentences (rate per 10,000)	0.38	0.13	0.06

Summary of progress

Case Management/Supervision.

During COVID-19, processes were quickly put in place to ensure a 'business as usual' approach was taken to certify the welfare needs of children and families were met. North Lincolnshire developed and used a COVID-19-specific risk assessment to identify the impact of the pandemic on the physical, emotional and mental health and offending profile of each child. This enabled us to determine which level of service children would receive, but also identified any increase or decrease in risk as a direct result of COVID-19. These were reviewed to reflect changing circumstances.

Face to face work continued where needed and was complemented by new virtual tools. Daily staffing updates were implemented and a weekly assurance report was provided to the senior management team to ensure oversight of practice, compliance with standards, regulations and legislation and to ensure the continued capacity within the service to meet the business as usual model was maintained.

The Youth Justice Partnership continued to support and promote children to access and attend education and educational settings in line with the government and local guidance.

Victims of crime

Victim's have been contacted by telephone, letter or sometimes both of these methods. Victims are offered the opportunity to participate in restorative justice processes via the Victim Liaison Officer (VLO). This includes asking whether they would wish to be involved in restorative approaches – including restorative conferences; youth justice panels; direct and indirect reparation; the "doing sorry" intervention; a letter of explanation and, where reparation is indirect, victims are offered a menu to choose from. During the pandemic panels continued to take place virtually but feedback received advised this method was less effective. We have commenced reinstating our panels face-to-face with robust risk assessments in place to ensure everyone's safety. From March 2020 – March 2021:

- ▼ 22% of victims have participated in restorative justice.
- ▼ 50% of victims declined to have their information shared with the Youth Justice Partnership or declined to participate when contacted.
- ▼ 28% of victims were not contactable.





Volunteers

The North Lincolnshire Youth Justice Partnership recruits volunteers over the age of 18. Volunteers undergo extensive training to ensure that they understand the importance of working under the child first principle when carrying out any intervention with children.

Volunteer roles include restorative referral order panel members and appropriate adults. Volunteers undergo separate training for these roles and are provided with supervision, to ensure their own safety and wellbeing as well as to discuss any questions or concerns that may arise while carrying out their role/s.

North Lincolnshire have continued to recruit new volunteers during the pandemic who have remained able to attend the police station following appropriate precautions. Training took place via Microsoft Teams and this enabled us to deliver training to our neighbouring authorities volunteers who share the same custody suite with us to ensure consistency of information shared.

Harmful Sexual Behaviour (HSB)

In North Lincolnshire, agencies are collaborating in a programme to provide a specialist service to children and young people who have engaged in harmful sexual behaviour (HSB). This includes harm to other children, young people and themselves.

Volunteer roles include restorative youth justice panel members and appropriate adults.

In addition, there is a HSB Panel, with multi-agency management representation. In general terms, the purpose of the Panel is to act as a steering group for the programme; act as the referral and allocation route for the service; and act as a source of knowledge, expertise and support for the practitioner team.

Prevention & Out Of Court

Early intervention work continues to be an integral element of the youth justice plan priorities. Drawing on relational and desistance-based models of practice, which are evidence based, we continue to reduce offending and re-offending by promoting enhanced opportunities through positive activities and direct work. The work is multi agency and seeks to build self esteem, resilience and promotes desistance. We ensure that children's voices are heard, that they influence their plan, that they are encouraged and supported in a non blaming way to amend their behaviour.

Due to a reduction in arrests as a result of the Covid-19 lockdown restrictions, there were fewer referrals from the Police for Out of Court Disposals at either Youth Conditional Caution, Community Resolution level or for prevention work. However, these have since started to increase and this is projected to continue.

Outreach Youth Service (OYS)

Detached youth workers who support the outreach youth service have stepped out of their normal roles during the pandemic and have been critical to supporting other key areas of the service. This has included supporting the Youth Justice Partnership and Children's Social Care to carry out statutory duties to protect the most vulnerable. The OYS staff have been deployed to key locations/hotspots to target contexts of concern but it was noted that during the pandemic youth presence on the streets reduced considerably.

Planning has continued and work has been undertaken to develop a joint detached patrol 'Operation Priam' which will be undertaken jointly with Humberside Police and The Local Authority on weekends and evenings to support the 'Risk Outside the Home' early help and prevention agenda.

Court update

During the first lockdown, courts were suspended and only open for urgent business such as remands or warrants. This led to some delays in proceedings and caused some apprehension on how this may impact on the service as courts started to re-open. Courts are now back operating with appropriate precautions in place enabling staff to feel safe when they are attending. North Lincolnshire undertook a thematic review to understand the local impact on children.

This highlighted that some children did not receive court disposals which would have supported increased supervision during periods when this would have been beneficial to promote desistance and reduce risk.

This also highlighted the implications on children who were aged 17 and transitioning to adulthood and the need to look at our approach to this across the partnerships.

The YJP considered the implications of the court closure on a case by case basis, and there were a number of ways that children were impacted. Some children were offered diversionary support as part of their plan at the time, or independent of this if they were not open to services.

In one case there was communication between the YJP and NPS due to the child turning 18 years old during the closure period, and all relevant information was shared to ensure a transition occurred.

The YJP advocated for one young person to be sentenced to a Conditional Discharge despite him previously having a Referral Order, due to the delay in proceedings and his positive behaviour leading up to the hearing. The Magistrates agreed with our recommendation regarding this disposal.

The YJP utilised other agencies including CEIT and DELTA where it was felt a child would benefit

Appropriate Adults

The shared AA scheme has been successfully in place with neighbouring authority, North East Lincolnshire since early 2019. Meetings have taken place more recently to update the current protocol we have in place.

additional support.

Bail and remand cases were held virtually using the Cloud Video Platform, except for on a Saturday morning when overnight prisoners were produced at court. YJP Court Officers continued to attend these hearings and complete welfare visits for the young people in the cells.

North Lincolnshire have recently recruited more volunteers who have been through training and are currently shadowing. The availability of Appropriate Adults has not been affected by Covid-19.

Suitable accommodation

Ensuring children are placed in suitable accommodation is a priority for the Youth Justice Partnership in North Lincolnshire. With regards to performance data we use the YJB indicator which is based on Referral Orders, Youth Rehabilitation Orders and Detention and Training Orders being in suitable accommodation at the end of a young person's programme. This was 98% for 2018/19, compared to 76% across England. This reduced to 85% for 2019/20, compared to 76% across England. All exceptions were for children with a custody programme ending.

The latest figure is **100%** for Apr-Dec 20, compared to 83% across England. This demonstrates our integrated approach to support children open to the Youth Justice Partnership alongside our colleagues in Children's Social Care and Housing ensuring their needs are met. This also includes appropriate planning in relation to resettlement and those children released from custody having appropriate accommodation in place when they are released.

Positive Activities

Following the announcement of the national lockdown in 2020, restrictions made it difficult to engage in positive activities. Prior to this there were a range of activities embedded within the service. This included regular activities during school holidays and support to gain access to mainstream activities within the community. Examples included The Summer Arts College, Operation Lifestyle and fishing competitions. Youth Justice 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.

As restrictions ease, we are consulting with children, families and partners and re-introducing projects and activities. This incorporates learning from COVID-19 and the utilisation of technology to support and strengthen these. One planned development is to develop an animation for the service co-produced with children and young people.

Reparation

The Youth Justice Partnership fully meets statutory requirements in relation to reparation and has continued to build and develop reparation projects and engagement. These include:

- ▼ The 'Bike Project' which takes donated bicycles in various stages of repair. Young people are taught to dismantle, rub down, paint, repair and replace broken or worn out parts and re-build bicycles to a high standard. The project aims to build self-esteem and self-worth, teach new skills and help young people develop responsibility and achievement.
- ▼ Other reparation work includes - maintaining the service allotment, delivering community hub leaflets, working to provide practical support to a local community centre, completing fire safety checks in urban green spaces, supporting food banks and a variety of painting and decorating projects.





The OPTIONS Programme

Prior to COVID-19, the partnership was delivering the 'Options' programme aimed at reducing the likelihood of identified children entering the youth justice system through restorative approaches and information.

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

- ▼ Humberside Police Neighbourhood Policing (early intervention)
- ▼ Youth Justice Partnership
- ▼ DELTA – Drug and Alcohol intervention project
- ▼ Children's Services
- ▼ Schools
- ▼ Safer Neighbourhoods

This programme has been successful in reducing anti-social behaviour and offending and contributed to the continued reduction in first time entrants to youth justice. This programme is being reinstated in line with Covid-19 restrictions.



Responding to HMIP Thematic Reports

The findings and recommendations of thematic inspections are regularly reviewed within the Youth Justice Partnership and updates are provided to the Youth Justice Strategic Partnership Board. Learning is utilised to inform practice and development.

The thematics included were:

- HMIP Thematic Review of the work of youth offending services during COVID-19.
- Protecting children from criminal exploitation, human trafficking and modern slavery.
- Reducing the number of BAME young people in the Criminal Justice System.
- 'Ethnic disproportionality in remand and sentencing in the youth justice system.
- Contextual Safeguarding in a youth justice setting.
- Information obtained from attendance at the Youth Justice Board Bitesize sessions facilitated throughout the pandemic.
- Proposed changes to HMIP Inspection Framework.
- Child First Justice: the research evidence-base report.
- HMIP Annual Report.

Examples of actions taken as a result has included:

- The Youth Justice Partnership (YJP) utilised the thematic review during COVID-19 to measure against our own practice. This enabled us to identify our own areas of strength and learn from others to aid our development.
- The YJP continue to take an active role in the North Lincolnshire Multi Agency Child Exploitation Board (MACE), considering CCE in all cases and are proactive in ensuring referrals to the National Referral Mechanism are made where appropriate.
- North Lincolnshire made a successful bid application to participate in the 'Devolved Decision Making for Child Victims of Modern Day Slavery'.
- Improvement actions have been developed from HMIP inspections.
- Disproportionality and unconscious bias training was delivered to the service.
- Development of strategy for North Lincolnshire's approach towards 'Risk Outside the Home' (ROTH).
- A decision to incorporate exploitation in it's widest sense within the ROTH Strategy encompassing Serious Youth Violence & Knife Crime.
- Enhanced use of the YJB Disproportionality toolkit and Serious Youth Violence Toolkit.
- Resettlement workshops were delivered to the team to improve confidence in their assessment and planning to ensure appropriate attention is being given to support children returning to the community.



Over Represented Children

Addressing disproportionality is a priority for the Youth Justice Board in England and Wales and there has been a lot of recent research published in relation to the disproportionate representation of children from BAME groups. Whilst North Lincolnshire have low numbers of BAME children it's identified that there has been an increase in the populations, particularly for those children identified at risk of Child Criminal Exploitation.

Only 3 children were identified from a BAME background in the period of 2018/19 this has increased to 12 children in 2020/21.

BAME children, viewed as a single group, are nationally over-represented in the youth justice system: while 18% of the 10-17 population come from a minority ethnic background, 27% of children cautioned or convicted in 2019 were of BAME origin. Moreover, this latter figure represents almost twice the proportion of 14% in 2010.

The heightened prominence of the Black Lives Matter movement in social and political discourse has drawn our closer attention to BAME children and young people and of note it's proven that these young people are overrepresented in custody and are receiving lengthier sentences. Dr Tim Bateman (The State of Youth Justice, 2020) detailed that whilst there had been a recorded fall in youth custody that this has benefitted white children more than BAME children and young people where there is a clear imbalance within Young Offenders Institutes. He rightly pointed out that this is unacceptable and should not be allowed to continue and therefore

disproportionality and the treatment of children in custody needs to be prioritised within this Youth Justice Plan.

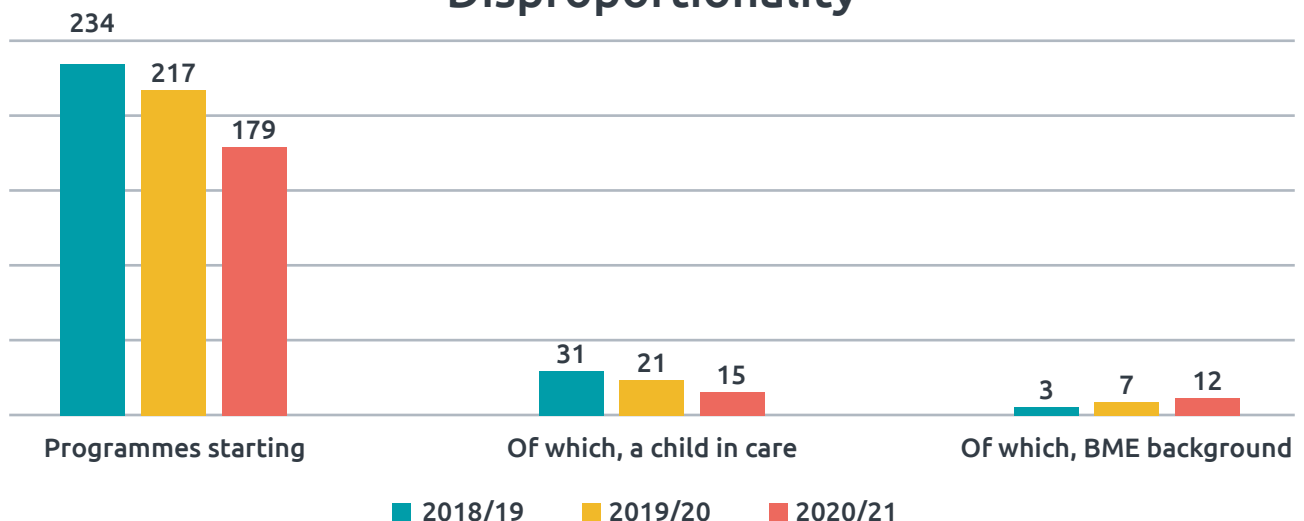
The disproportionate criminalisation of looked-after children is a subject that has rightly received considerable attention over the course of recent years. Figures published by the Department for Education (2019a: national tables) indicate that looked after children are between three and five times as likely as their peers in the general population to be made subject of a formal youth justice disposal. North Lincolnshire have worked hard to ensure that children looked after by the local authority are not over-represented in the youth justice system and the figures below evidence the positive impact of this journey with 31 children being supported by The Youth Justice Partnership in 2018/19 to 15 at the end of 2020/21 reporting period.

The % of children in care for a year or more and aged 10 or over who were convicted/youth cautioned for an offence was 4.2% in 2018/19. In 2019/20 this was 2.3%. In 2020/21 this has remained very low at 2.3%.

The % of Children in Care aged 10 or over receiving preventative work through a community resolution has also reduced from 8% in 2018/19 & 2019/20, to 6% in 2020/21.

To ensure we continue to prioritise this issue, North Lincolnshire arranged for tailored training and awareness raising across the service and the wider partnership.

Disproportionality



Consultation

Children and families are at the heart of what we do in North Lincolnshire. Their voices are strong, they are listened to and acted upon throughout.

There have been a number of developments in relation to our methods taken to capture the voices of children and families. A designated lead was identified and has been supporting the service to capture independent feedback from children and families across the service. A Children's Participation and Consultation Meeting has also been developed in North Lincolnshire which identifies key themes on a quarterly basis to inform service provision.




Feedback has also been obtained from children to support the development of this Youth Justice Plan and to inform the Youth Justice Strategic Partnership priorities.

Learning from COVID-19 we have moved away from our traditional feedback forms and self assessments and been more creative in our approaches. More recently, we have utilised survey monkey to obtain feedback and develop our analysis of the data and how we utilise this better. We are seeking to use other creative methods such as artwork and a graffiti wall to allow children to express themselves.

We have strengthened our approach to audit and managers have started to obtain independent feedback from children and families prior to case file audits being undertaken providing a more holistic picture and assessment of the case.

Children continue to be used in our recruitment to enable their voices to be captured and support us in employing the right candidates.



Do you feel that, as a result of working with YOS, you or your family has made any charges?	Yes, we have become closer as a family and talk more.				
If you felt unsafe or worried about things when you came to YOS:	1 	2 	3 	4 	5 
Did working with YOS make you feel safer?					

"You need to improve the bike workshop and we can do that as reparation"

"I liked it at YOS because they told me it straight"

"you helped me to make better choices and turn my life around"

"you need to buy equipment for children to stay out of trouble, help them stay at home so they don't keep going out and offending"

"You didn't just support my daughter, you supported the family too"

Governance and Leadership

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

The Youth Justice Strategic Partnership Board (YJSPB) has an independent chair, Edwina Harrison who brings extensive experience to the role including management within youth justice services and as a longstanding independent chair of the North Lincolnshire Local Safeguarding Children's Board. Edwina has a good understanding of the role, and work of The Youth Justice Partnership and provides confident leadership to the board.

The YJSPB meets quarterly and oversees strategic management, funding arrangements, partnership working and access to partner agency services. The Board receives quarterly management reports and monitors staffing arrangements, generic workforce issues, and specific projects. The YJSPB also oversees action plans, policies, procedures and partnership protocols.

The Youth Justice Partnership Manager reports quarterly and annually on new initiatives and financial issues that have budget implications for the overall expenditure. The line management of the Youth Justice Partnership Manager falls within the remit of the Director of Children and Community Resilience.

The Youth Justice Strategic Partnership Board interfaces with the wider strategic partnerships and boards within North Lincolnshire including the Children's Multi-Agency Safeguarding and Resilience Board (CMARS), the Children and Young People Partnership, Community Safety Partnership, and the Clinical Commissioning Group.

Key aspects of the YJSPB include:

- ▼ Senior representatives attend the board who add value through support and challenge and ensure child first principles underpin practice at all levels of organisations.
- ▼ Regular well attended meetings and development sessions take place with board members to build on strong relationships between partner agencies.
- ▼ Lead roles group meets between board to maintain momentum and members work with specific Youth Justice team members.
- ▼ Sub groups are developed to resolve particular issues.
- ▼ Regular Performance and budget information underpins planning process.
- ▼ Thorough induction process is in place for new board members.

Revised Standards for children in the youth justice system were implemented from 2019, and self-assessments against these standards were carried out by all local partnerships and submitted to the Youth Justice Board in 2020.



Table 1: Core Composition of the Youth Justice Strategic Partnership Board

Name	Agency	
Edwina Harrison		Independent Chair
Supt Craig Scaife	Superintendent Humberside Police	Board Member - Lead Area: Reducing Children involved in knife crime and crime with weapons
Ann-Marie Brierley	Head of Social Care (Deputy Director NLC)	Board Member
Darren Chaplin	Head of Access and Inclusion (NLC)	Board Member - Lead Area: Engagement in Education, Training and Employment
Stuart Minto	Head of Safer Neighbourhoods (NLC)	Vice-Chairperson - Lead Area: Promote Community Safety, public protection and services to victims of youth crime
Victoria Harris	NHS North Lincolnshire Clinical Commissioning Group (CCG)	Board Member - Lead Area: Improve the Emotional and Physical Health of children involved with youth justice
Catherine Barnett	Youth Justice Board	Associate Member
Emma Young	Youth Justice Partnership Manager	Board Member
Paul Cowling	Head of North Lincolnshire Youth Justice Partnership	Board Member - Lead Area: Avoiding children placed in custody
Andrea Stansfield	Humberside Fire & Rescue Service	Board Member
Claire Welford	Engagement Officer (North Lincolnshire) Office of Police & Crime Commissioner	Board Member
Abi Moran	Executive Business Support Co-ordinator	Administrator
Nick Hamilton-Rudd	Board Member	Lead Area: Transitions
Charlene Sykes	Service Lead – Identification, Assessment & Safeguarding Children (NLC)	Board Member

Partnership Arrangements

Section 39 (1) of the Crime and Disorder Act 1998 requires the co-operation of the named statutory partners to form a YOT. Section 38 (1, 2) identifies the statutory partners and places a duty on them to co-operate to secure youth justice services appropriate to their area.

These statutory partners are:

- The local authority (this includes children's social care and education).
- The police.
- The probation service.
- Health.

The YOT is constituted of staff seconded from or employed by these agencies. To support the YOT, additional partners may also be recruited to provide specific services and support to children.

In North Lincolnshire, our **One Family Approach** aims to create a system that works for all children, young people and families where we work together to provide and commission integrated services for children and young people. We want to build on the collective strengths of our people and place to innovate and change through integration and system redesign.

In North Lincolnshire there is a comprehensive range of high-quality services in place to enable personalised and responsive provision for all children. The Youth Justice Partnership is a member of the Humberside Multi Agency Public Protection Arrangement (MAPPA) which is attended by the Youth Justice and Children's Social Care manager and works closely with probation services, the police and partners to reduce offending.

The Youth Justice Partnership is represented on Anti-Social Behaviour (ASB) panels, is a core member of the Harmful Sexual Behaviour (HSB) Group at the HSB Panel strategic and practitioner levels, part of the strategic group to develop our approach to Harm Outside the Home (ROTH) and part of the Multi-Agency Child Exploitation (MACE) process.



The Youth Justice Partnership

Involvement in the criminal justice system can impact adversely on a child's life chances, intervening at the earliest point provides the opportunity to deliver partnership models of preventative work that consider risk outside the home, desistance, and the relational approach. In North Lincolnshire, our early intervention work is in partnership with Drug Education Liaison Treatment Agency (DELTA), the Child Exploitation Team (CEIT), and the YOS which forms 'The Youth Justice Partnership', and is overseen by the Joint Decision Making Panel.

The work encompasses a variety of themes, from substance misuse, exploitation, ASB, crime, domestic abuse, and emotional/mental health to ensure that a holistic programme of support is available to the young people.

Other key partnership arrangements and activities Include:

- Working with partners to identify alternatives to remand and more robust community bail packages.
- Supporting Integrated Offender Management (IOM) Processes.
- Close partnership liaison to support the disruption of Organised Crime Groups who pose a risk to children in North Lincolnshire.
- 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.
- Working with partners to support vulnerable groups including children in and leaving care, children who are unaccompanied and seeking asylum, children identified as having SEND.
- Close links with the North Lincolnshire Fostering Service to identify alternative placements that avoid remands to custody, and provision of PACE beds.

Service Level Agreement and Partnership Arrangement Review Process

To assure effective partnership working, Service Level Agreements (SLA) exist between the Youth Justice Partnerships and key partner agencies, including police, probation, CAMHS and Children's Services with emphasis on Children In Care 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.

Transition to adulthood

Transitions remains a key focus for the Youth Justice Partnership and we continue to share a seconded Probation Officer with our neighbouring authority, North East Lincolnshire. They lead in the transitions pathway and communication between YJP and National Probation Service (NPS). In North Lincolnshire we are currently strengthening and developing our transitions pathway utilising the guidelines provided by the YJB.

We are piloting new ways to approach this work including direct allocation of orders to the seconded probation worker if we know they are likely to transition into adulthood during the course of their sentence. Our probation officer also supports with our risk management oversight to support consistency and guidance to Youth Justice practitioners.

Regional & National Partnerships

North Lincolnshire have developed excellent joint working arrangements with colleagues regionally and nationally. Regional partnership arrangements include:

- Reciprocal audit arrangements.
- Humber region quarterly meetings.
- Joint Appropriate Adult arrangements.
- Consortium bid applications.
- Joint training.



2021-2023 Priorities

The Youth Justice Strategic Partnership reviewed the 2019-2021 Youth Justice Plan to consider progress, gaps, priorities and learning. Based on this, reviewing the performance information and anticipating developments as a result of the impact of COVID-19 the board has identified the continuing priorities for the Youth Justice Partnership to be:

- ▼ Prevention of Serious Youth Violence & Knife.
- ▼ Reduction of exploitation.
- ▼ Transition to Adulthood process.
- ▼ Education, Employment and Training.
- ▼ Emotional and Physical Health of children involved with youth justice.

Whilst **children placed in custody** will continue to be a priority for the Youth Justice Partnership it was recommended and agreed by the board that this priority lead area should be replaced by our transitions to adulthood pathway due to our low numbers of children in custody which has been sustained. This will continue to be an area of focus for the partnership and will continue to be taken to the board by the Youth Justice Partnership Manager when analysing our performance and data.





The Youth Justice Strategic Partnership board has agreed that board members will take lead roles in reporting to the board on key areas identified in the Youth Justice Plan. This will enable the board to have an overview of key wider partnership information so resources within the scope of the board can be better aligned to identified need with a view to achieving the above key priorities.

The expectation is that each board member with a key lead will be responsible for:

- ▼ Identifying and leading key partners to together progress the priority,
- ▼ Agreeing the key issues, gaps, developments and actions needed.
- ▼ Oversee the actions and progress.
- ▼ Report to the board.



Lead Area: Improve the Emotional and Physical Health of children involved with youth justice.

Identified Lead: Victoria Harris (NHS North Lincolnshire Clinical Commissioning Group)

Lead Area: Improve the Emotional and Physical Health of children involved with youth justice.

Linked Priority: Identifying and addressing mental health & SEN

Children who end up in the criminal justice system are three times more likely to have mental health problems than those who do not, are likely to have more than one mental health problem, to have a learning disability and to have experienced a range of other challenges (Centre for Mental Health). There is an opportunity that by working as a key partner of the Youth Justice Partnership we can work jointly to identify these needs early on, to link young people and their families with the support they need and to families with the support they need and to reduce the chance of people going in and out of the youth justice system through an integrated approach with the Youth Justice Strategic Partnership.

A recent profiling exercise was completed to understand the needs of young people on the youth justice case load. The youth justice case load review showed that the vast majority (61%) of young people coming to the attention of the Youth Justice Partnership were between 15-17 years and that:

- 43% of the population were recorded as having educational needs.
- 36% of children were recorded as having 'mental health difficulties' with 14% having a formal diagnosed mental health condition.
- A high proportion of children within the youth justice service have speech and language, or communication difficulties.

Despite the high needs demonstrated from the profile not all children were engaged in the services that are available to support them, and pathways for support did not always recognise the challenges in helping these young people engage.

As a result there has been a review of the current CAMHS delivery model within YJP, and work has been ongoing to re-develop the interface and service requirements of the children's health needs and mental health provision within service. This has resulted in increased referrals accepted into children's mental health services between January – March 2021.





There has been an increased focus on the pathway into CAMHS and a review of the numbers of YJP cases held on CAMHS caseload was undertaken. There will be changes to delivery from June 2021 which will include a more integrated provision, with a CAMHS worker being part of the Youth Justice Partnership and acting as a champion to engage children.

Most children in the youth justice service have complex and overlapping needs, and for many traditional referral processes and pathways do not work. There has been a review of the gaps and blockages in reaction to access to trauma related services, as well as other children's services such as speech and language therapy and learning difficulties.

It has been identified that staff need support and training to be confident in conversations around trauma, bereavement and mental health issues. As a result training has been arranged for the Youth Justice Partnership on the trauma recovery model, and on identifying speech and language issues. These will be used going forward to strengthen the diverse support given to young people in contact with youth offending, but to facilitate improvement in pathways to specialist services where a clear need is established.

Next steps:

- Build the CAMHS function to become the liaison point between CAMHS and YOS and ensure information is communicated effectively on a young person's progress and engagement with mental health support.
- Identify and promote less structured mental health and social support for young people to access, where they don't have a diagnosed mental health condition.
- Ensure there is clear communication and links into the Looked After Children and Neurodiversity pathways to enhance support for this group of young people and act as their champions in relation to their mental and emotional health needs.



Lead Area: Transition to Adulthood process

Identified Lead: Nick Hamilton-Rudd (Head of National Probation Service)

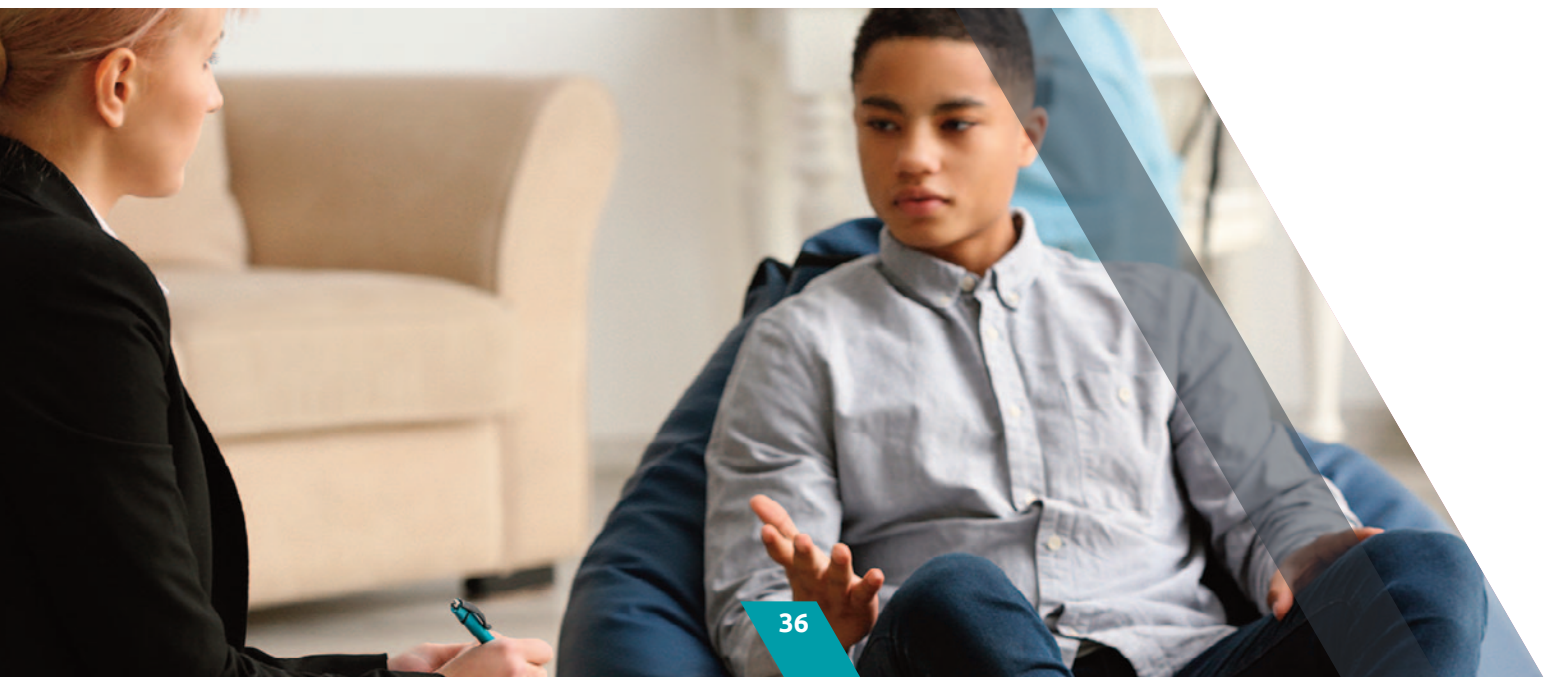
Lead Area: Transition to Adulthood process

Linked Priority: Effective transition process between child and adult services.

Transitions remains a key focus for the Youth Justice Partnership and we continue to share a seconded Probation Officer with our neighbouring authority, North East Lincolnshire. They lead in the transitions pathway and communication between YJP and National Probation Service (NPS). In North Lincolnshire we are currently strengthening and developing our transitions pathway utilising the guidelines provided by the YJB. We are piloting new ways to approach this work including direct allocation of orders to the seconded probation worker if we know they are likely to transition into adulthood during the course of their sentence. Our probation officer also supports our risk management oversight to support consistency and guidance to Youth Justice practitioners.

On 02.03.21 The HMIP announced a thematic inspection of youth to adult transitions across criminal justice agencies. This inspection was proposed to set out to see what influences the decision to transition a young person and what a good transition looks like for them at the different stages; decision making, pre transition, during transition and post transition. This enabled us an opportunity to take stock of our current processes, review those cases that fell into scope and identify areas of strength but equally areas of development.

Transitional safeguarding is a priority for the Youth Justice Partnership but equally a priority across the local authority and for our partners. Our transitional pathway is underpinned by the YJB Transitions Statement:





A successful transition from youth to adult services must focus on:

- Addressing a young person's/young adult's individual needs and safeguarding requirements.
- Considering diversity issues on a case-by-case basis.
- Identification and allocation of transfer/Adult Justice staff at the earliest.
- Opportunity (not after the young person has turned 18-years).
- Implementing effective case management transfer between agencies.
- Achieving a stable resettlement pathway.
- Maintaining rehabilitation achievements and interventions.
- Protecting the public.
- Preventing future reoffending.

North Lincolnshire's Seconded probation officer's key roles:

- Ongoing development of the transitions pathway/plans for young people – following and implementing YJB guidance.
- Consult and work with the young person and their family/carer to inform them of the transition process to adult services and keep them informed at each stage.
- Seek the view of the young people and their families.
- Key to ensuring smooth transitions at the earliest opportunity.
- Lead contact for communication and information sharing between two agencies.
- Pro-active in identifying young people who meet the criteria.
- Linked to transitional safeguarding model.
- Use knowledge of process between both agencies to ensure child and families have a point of contact and understanding throughout transition process.
- Monitoring of transition outcomes.
- Ensuring transition pathways and planning takes into account diversity and disproportionality concerns.



Lead Area: Engagement in Education, Employment and Training

Identified Lead: Darren Chaplin - Head of Access and Inclusion (Deputy Director NLC)

Lead Area: Engagement in Education, Training and Employment

Linked Priority: Increase engagement in Education, Employment and Training

Education, Employment and Training (EET) are key positive factors that support desistance. EET provides access to a range of opportunities for children to help their progress and development. It is essential that youth justice partners work together with all educational establishments.

Within North Lincolnshire Youth Justice Partnership, the Education Officer is the link between Education and the partnership, offering high quality information, guidance and support to young people who may fall under the young justice remit, with regards to their education, employment and training.

The Education Officer supports, signposts and assists staff to liaise with the individuals in schools and services within education. Providing information for reports to the courts about the educational attainments and progress of children, providing information to children and their parents about schools and the education service, and completing direct work to support a young person's educational, employment or training need.

The role is committed to ensuring effective communication, sharing of information and liaison throughout the service and wider agencies. They provide information and updates to the responsible case managers on individuals and wider work.

Part of the role of the Education Officer within the Youth Justice Partnership is to address any gaps in education. This could be due to, amongst other things, a young person having received school exclusions, moving from another authority or being post 16 and not having a provision in place. The role recognises the importance of education and the impact a lack of attainment can have on a young person's future. As part of the role the Education Officer completes checks on each child open to the service and this includes identifying any educational needs at the earliest stage.

This allows the case manager to adapt the interventions as required, to ensure that the child has the best chance of learning and retaining the information given.

The Education Officer is a standing member of the Secondary Fair Access and Inclusion Panel and Daily Tracking Meeting and advocates on behalf of young people who may have the involvement of the Youth Justice Partnership. The Education Officer will act as parental advocate where requested by parents for any governor disciplinary meetings.

The Education Officer works closely with the Careleaver and Post 16 LAC Officer, The Education Inclusion Team and SEND team to ensure there are no gaps in support for our most vulnerable young people.



Children with Special Educational Needs and Disability (SEND) may face difficulties engaging or progressing in school which make it difficult for them to progress academically. Although the research around school exclusion and offending is not well evidenced, there is an emerging body of evidence that suggests that children that are out of education are at increased risk of becoming involved in the criminal justice system.

As highlighted in the North Lincolnshire SEND and Inclusion Plan, we strive to ensure all our young people and particularly those with SEND, have high levels of speech, language and communication skills.

Have equal and fair access to a consistent, high quality education offer in schools and settings. Are empowered, enabled and supported to achieve their potential as they transition to adulthood.

The YJP and Education will work together to produce an Education/YJP plan to ensure our most vulnerable young people within the YJP do not fall between the gaps.

The Education Officer will:

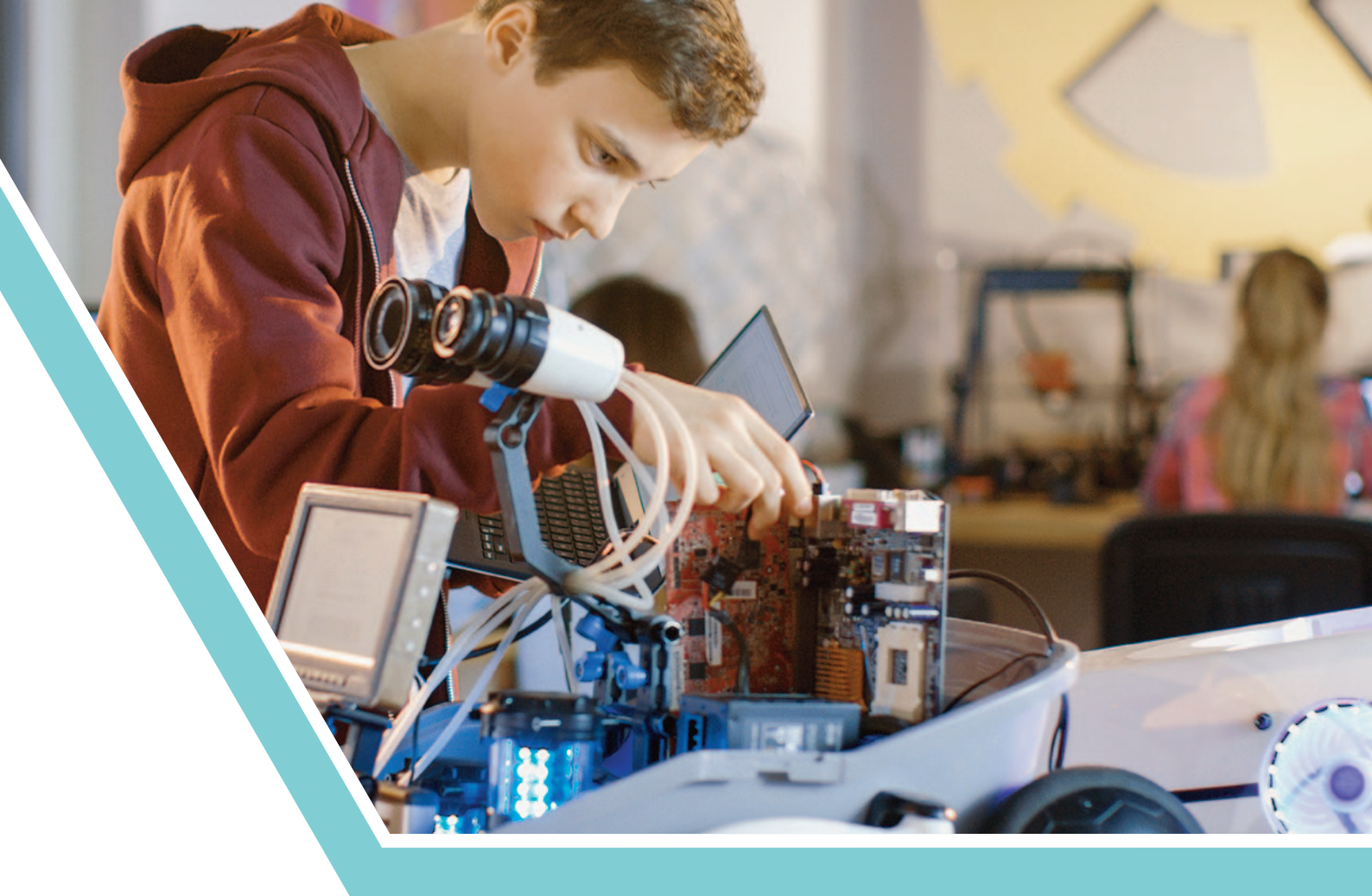
- In line with the One Family Approach, aim to ensure that all our young people who come under the remit of the Youth Justice Partnership will work with and are supported by an ambitious, integrated team of workers that spans all of North Lincolnshire Council.
 - Ensure that our young people are supported to achieve their aspirations and become an asset to our community and have the best opportunities in life.
 - Help increase the amount of young people who attend, and maintain their attendance, at various education and training opportunities, with the ultimate aim of supporting young people to gain long term employment.
 - Ensure that our post 16 young people are in EET and are making expected or above expected progress in their post 16 destination.
- To prevent NEET or to ensure that appropriate support is in place to encourage participation into EET.
 - Ensure our young people are encouraged to reach high and achieve their potential and that the right support is in place to enable this to happen.
 - Support our post 16 young people into HE and adulthood with robust support and plans in place to identify any support and transition arrangements.
 - Ensure careers information/advice guidance is of the highest quality and must include opportunities that build confidence, esteem and build high aspiration.

Examples of work currently being undertaken to support our most vulnerable young people:

Sourcing the provision of high quality work placements that develop skills and build aspiration:

- The Community Dev Fund bid includes proposal to build the number and range of work placements (15 - 24 yr olds) - both internally in council settings and externally with local employers. The new work placements be offered to our most disadvantaged young people/those furthest from workplace. This includes young people in the YJP category.
- Young people will be mentored and matched to suitable work placements. It is anticipated that this work will raise individual aspiration and progression routes for building skills and employability will. A large range of partners will support this work.
- The 2021 summer National Citizenship programmes will target YJP young people for take up of places. Barriers to participation/ financial /other will be addressed.
- The ' Industrial Experience ' opportunity on the CATCH training site, Humber Bank will be offered as an engagement taster to further training and entering the jobs market.
- Promote the 'Kickstart' Scheme – paid work experience for 16 – 24 year-olds in YJP cohort. Encourage priority offer in a range of council areas.
- Use the Post 16 Engagement/Participation Panel to ensure partners contribute to the prioritising of the YJP cohort in access to the broad learning & training offer.
- YJP cohort discussed as part of Daily Tasking multi agency support when concerns of NEET and unmet need (such as SEND)
- Reduction in the numbers of exclusions both fixed term and permanent – continue this challenge at case level but also strategically (internally / externally).
- Continue to develop inclusion opportunities with mainstream pre-16 school settings for vulnerable young people including more bespoke curriculum and vocational offer (through SEND Capital Projects).





Research indicates that a high percentage of children have been excluded from education because they have been the victims of child criminal exploitation (CCE) and groomed into criminal activity, often into “county-lines” drug trafficking, which involves children and young people being used to transport drugs into different parts of the country. In North Lincolnshire we take an integrated approach to ensure the most vulnerable are not excluded from education and this is evidenced within our current

data. There has been a significant reduction in the amount of children open to the Youth Justice Partnership who received fixed term exclusions from 126 in 2018-19 to 30 in 2020/21, recognising that there will have been some impact due to Covid-19. To continue our progress a sub group has been developed and meetings will take place to look at those cohorts falling into scope and what more the partnership can do to tackle exclusion which increases the risk of offending behaviour and CCE.

Academic Year	Num FTEs	Num Days	FTE Rate	Num Perm Ex's
2018/19	126	237	210%	2
2019/20	95	141.5	158%	2
2020/21	30	50	50%	3



Lead Area: Promote Community Safety, public protection and services to victims of youth crime.

Identified Lead: Stuart Minto (Lead Officer Safer Neighbourhoods)

Lead Area: Promote Community Safety, public protection and services to victims of youth crime.

Linked Priority: Contribute to the reduction of exploitation.

Crime committed by young people

Youth related crime (crimes with an offender or suspect aged 10-18 years old) fell by 26% from 1,723 offences in 2019/20 to 1,280 offences in 2020/21. The highest levels of crime committed by this age group were seen in Brumby, Crosby & Park, Ashby, Kingsway with Lincoln Gardens and Town wards.

The crime types most commonly committed by young people were Violence Against The Person, Arson & Criminal Damage and Public Order Offences.

Crime committed against young people

Crimes committed against those aged 10-18 years old fell by 21% from 1,420 offences in 2019/20 to 1,121 offences in 2020/21. The highest levels of crime committed against this age group were seen in Crosby & Park, Brumby, Ashby, Kingsway with Lincoln Gardens and Town wards.

The offence types most commonly committed against young people were Violence Against The Person, Sexual Offences and Public Order Offences. Crimes committed against young people by young people fell by 24% from 558 offences in 2019/20 to 423 offences in 2020/21.

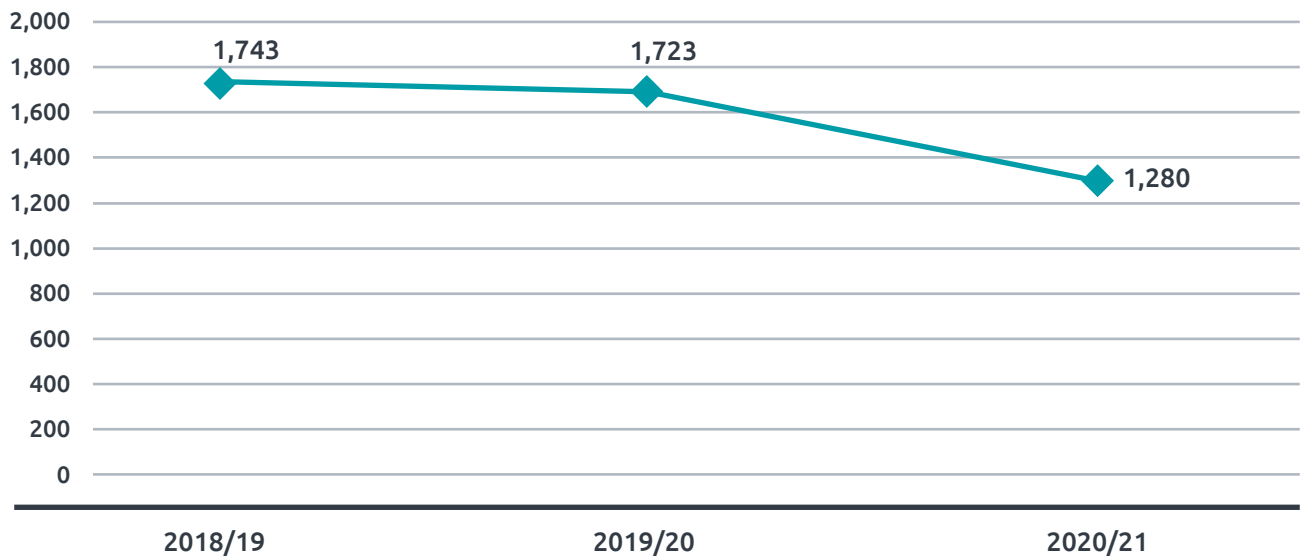
Youth Related Anti-Social Behaviour (ASB)

Youth related ASB fell by 20% from 1,379 incidents in 2019/20 to 1,100 incidents in 2020/21. The highest levels of youth related ASB were seen in Crosby & Park, Brumby, Ashby, Kingsway with Lincoln Gardens and Frodingham wards.

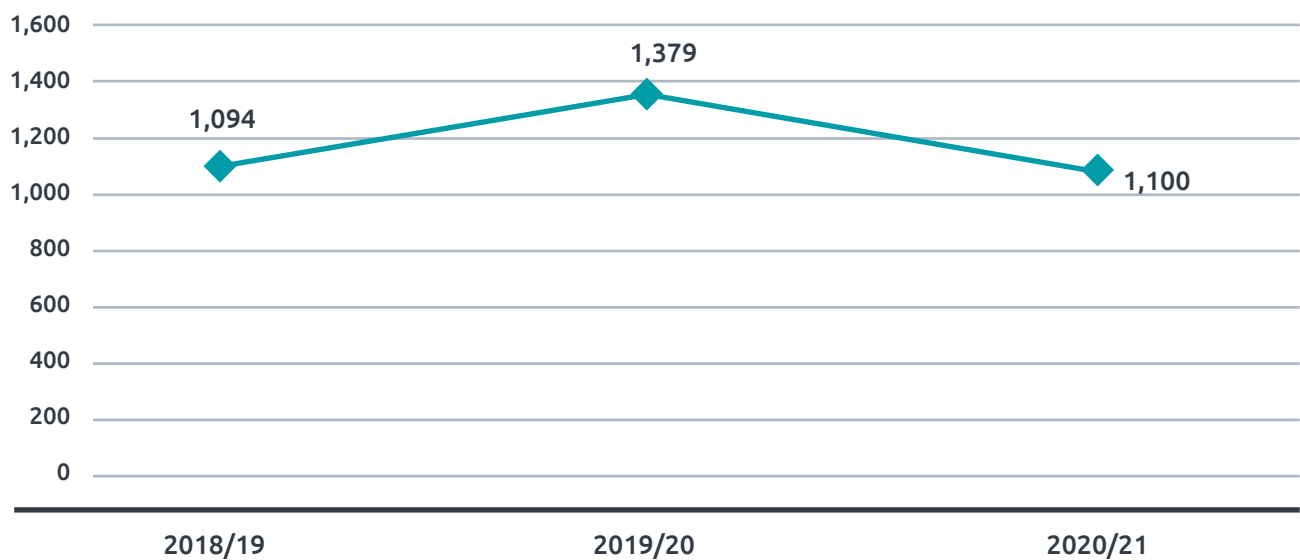
The majority of youth related ASB (almost 87% of youth related ASB in 2020/21) is classed as ASB-Nuisance.



Youth Related Crime in North Lincolnshire



Youth Related Anti-Social Behaviour



The only offence type to see an increase in the number of youth related crimes in 2020/21 compared to 2019/20 were Drug Offences (+66%). The percentage of all Drug Offences that were youth related increased from 14.8% in 2019/20 to 16.7% in 2020/21. This data correlates with the spike in young people being arrested and released under investigation with 53% of children RUI being for drug related offences. It's suggested that this increase could be associated to organised crime groups operating in North Lincolnshire who are identified to be exploiting children and young people. This also connects with those wards/locations seeing the highest levels of crime/ASB.

Working Together 2018 was amended on 09/12/2020 to include risk outside the family home alongside interfamilial harm to children. The North Lincolnshire Helping Children and Families Document also reflects the changes in statutory guidance.

North Lincolnshire remain on a journey to strengthen our approach towards Risk Outside the Home (ROTH) and there have been many developments including:

Progress

- Increased Partnership working and attendance at meetings.
- Increased opportunities for Early Intervention through ASB process and the Westcliff project.
- Closer working relationship with YJP and information sharing.
- Place based plans to address issues of exploitation.
- Significant investment into environmental improvements through Safer Streets Fund.
- Problem solving undertaken at hotspot locations – Vulnerabilities of young people are considered when looking at suitable responses.
- Police/Partner Operations.
- Joint decision-making panel to triage referrals for ASB and allocate to most appropriate agency.
- Processes to address issues of radicalisation and exploitation are in place, including Channel and the Prevent Champions network and training programme.
- successful with a bid, for a project of £40k fencing to prevent motorbike nuisance on Everest Road field. It is believed that these bikes are being used for drug dealing and this fencing will prevent this activity and potential opportunity for exploitation.
- Installed a number of new CCTV cameras and early identification of offenders, shared the list of vulnerable young people of concern and submitted PIFs.
- Support Youth Endowment Funding bid in partnership with YJP and OPCC.

Alongside risks to children from within their family, children may also be vulnerable to abuse or exploitation from outside their families. This may include adults, groups of adults or locations that pose a risk to children. This may include schools and other educational establishments, peer groups, or more widely from within the wider community and/or online.

Context, therefore, is important for how we understand children's experiences of extra-familial harm (Risk Outside the Home). Extra-familial contexts characterise:

- (i) where the harm occurs;
- (ii) where protective and harmful relationships form;
- (iii) the limitations of parenting as a source of protection; and
- (iv) a blurring of the lines between victimisation and perpetration.



Areas for development

- Further work needed around the Prevent Champions Network.
- Project work in “Hot Spot areas, needs to be embedded further and specifically where it involves ASB with young people, there should be improved links with Outreach and local intervention and activity services.
- Continue to target the contexts in which harm/abuse occur by building upon the transformational work that has been undertaken in key hotspot locations to reducing the risk from adults and locations who pose a risk.
- Build Community resilience by developing ‘community of practice champions and community guardians’, where local practice experts in a range of roles meet to share knowledge, best practice, develop skills, and champion training and development.

Impact

- Both Youth Related Crime and ASB have reduced this year The number of Young victims is also reducing. The number of High Risk ASB Offenders has been reduced significantly by using an Early Intervention process.
- Disruption of Organised Crime Groups and perpetrators exploiting children in North Lincolnshire.



Lead Area: Reducing Children involved in knife crime and crime with weapons.

Identified Lead: Supt Craig Scaife (Superintendent Humberside Police)

Lead Area: Reducing Children involved in knife crime and crime with weapons.

Linked Priority: Preventing knife crime and reducing serious violence.

Whilst the use of weapons and levels of serious youth violence (SYV) remain low in North Lincolnshire there has been increased intelligence reported of children related to Organised Crime Groups who are involved in this type of offending. It's suggested that horizon scanning is critical to ensure that we have a thorough awareness of any threats and that plans are in place at the earliest opportunity to reduce any risk.

Taking into account the national increase in knife crime and potential links to vulnerabilities through criminal exploitation, a pro-active approach has been taken to reduce both the use of knives and other weapons and the fear of these in the community. It's argued that knife crime and SYV can not be tackled alone, parents and families, schools and youth groups, and communities need to come together to discourage and prevent knife carrying, as well as the media, businesses and other influencers to do their part to make spaces where young people spend their time – online, at school, town centres, outdoors and at home – safe.

Current local data indicates that weapons are reportedly used in 8% of violent incidents where the suspect is under 18 and 7% where the victim is under 18 indicating weapons are not being used in the majority of contact violence involving under 18s.

Where weapons are used, a knife (or other sharp instrument) is most common (81%). Note – in all cases where a "firearm" is listed, this was a BB gun.

Plans are in place to run both further workshops in secondary schools and targeted community projects in hotspot locations. These will educate children on the risks of knife crime and serious violence through engaging children positively. These workshops have been previously successful in ensuring clear messages continue to be articulated.



Progress

- Stop and Search continues as part of other police and partnership activity. This acts as a prevention measure, engagement, provides public confidence and a response to intelligence/calls for service.
- Hotspot areas are identified to support partnership activity and police mandatory tasking areas. Included in this is a highly visible, intelligence led and proactive drug dog patrols on a regular basis.
- Intel submissions and Partnership Information Form (PIF) forms from partners have increased significantly. This has included an input directly to all schools and colleges around the PIF system giving our education partners a direct inroad for the vast amount of intelligence they can share concerns.
- Activity has taken place across partnerships – education, no more knives, social media.
- Plans are in place to manage such criminality / activity. This includes Multi-Agency Child Exploitation (MACE), CCE meetings, Organised Crime Group (OCG), Tactical Tasking Co-ordination Group (TTCC).
- Any young people highlighted as committing an offence around knife crime have a robust package in place with the Youth Justice Partnership and Neighbourhood Policing Team.
- Weapons profile plan has been developed covering 4Ps -Prevent, Protect, Pursue, Prepare.
- Utilisation of the Serious Youth Violence Stocktake toolkit in partnership to help identify gaps and strengths in the work we are doing to reduce serious youth violence. Joint thematic reviews undertaken with Police and Youth Justice Partnership Manager.

Next Steps

- Re-engage with Schools / Colleges. A revised Police force plan with a Force Silver Lead has education and Prevention as a key aspect.
- All partnerships to utilise media pages and links to the Gov #KnifeFree campaign, which highlights the Legal Implications for the offender, Emotional consequences, Personal Consequences. Promote activity using #stopknifecrime.
- Collate and verify further diversionary options for children showing a propensity for carrying knives.
- Continuation of analysis to extract the data from police and partnership information products to gain a full picture of Knife / Weapons offending in the NL area.
- All stakeholders to review processes to assess what 'post covid plans' are in place to mitigate any current or future threats especially in relation to risk impact of increased deprivation and people resorting to crime/offending.
- Up to date problem profile produced and periodically refreshed and intelligence picture, emerging issues identified and discussed at TTCC.
- Discussion to be held to establish if a weapons / violence meeting should be recommended to look at patterns , locations, suspects, victims OR are other meetings and products in place to cover this.
- Publicise/share assessments, profiles and plans where appropriate.
- Continued up-to-date briefings for staff regarding subjects, intelligence and locations.





Previous Lead Area: **Avoiding children placed in custody.**

Identified Lead: Paul Cowling
(Head of Youth Justice Partnership)

Lead Area: Avoiding children placed in custody.

Linked Priority: Prevention of re-offending.

Partnership work over many years, which has continued during the COVID-19 period, has led to the reduction in numbers of children in custody and continues to be an integral part of the work of the Youth Justice Partnership and wider partnership. As a result of this, the Youth Justice Strategic Partnership Board reviewed the key leads and made the decision that this was no longer required as a key lead and it was replaced by 'Transitions to Adulthood'.

Low offending/Re-offending provides a reduced likelihood of children likely to enter custody. However, small cohorts of children re-offending with an higher number of individual offences increased the likelihood of sentencing meeting the threshold for custody.

Evaluation of Progress

Whilst there are low numbers sentenced to custody, this is a volatile cohort and the target continues to be 0 children in custody.

In 2020/21 there was one young person sentenced to custody. To date, we currently have 0 young people sentenced to custody. Whilst there has been a small increase in children remanded to custody, 2 of these were from other areas and were released quickly following packages being presented to the court.

There are a small number of 'harder to reach' children who continue to offend – this identifies the continuing need to build on holistic partnership approaches to engage with these children.

Services continue to develop practice, initiatives and integrated working to identify, develop holistic packages of work and deliver interventions to reduce the likelihood of these children offending. This includes a key focus on vulnerability to and experiences of exploitation, utilising the outreach youth support service, developing speech and language within the service and building on the specialist CAMHS support to the service. In addition, utilising funding opportunities and initiatives such as Not in Our Community to raise awareness and deliver work to vulnerable groups.



Develop further enhanced bespoke multi-agency packages to target those potentially at risk of custody utilising immersive scheme principles.

The service is reviewing and building immersive packages to deliver over the coming months. This will potentially include the summer arts scheme, immersive summer programme and utilising wider community based resources to promote positive engagement and access to community activities for the children known to the service. Continued development of the Harmful Sexual Behaviour prevention work, including interventions focusing on social media.

The North Lincolnshire Harmful Sexual Behaviour Project has continued throughout the pandemic utilising virtual approaches. It has been agreed through the HSB panel that there will be a review of the project to review progress, agree the next steps and develop further awareness, training and partnership approaches to HSB.

As part of this, Youth Justice Strategic Partnership Board members have been approached to support the continued success of the HSB project by agreeing to support and identify staff across the partnership to be trained in HSB models and undertake work with children as identified by the project. Board members are to also continue to support reducing HSB through the commitment of each partner agency to membership of the HSB panel.

Case study examples: linked to priority areas

Case Study 1 – Avoiding Children placed in custody

The Youth Justice Partnership (YJP) work hard to reduce Remand to Youth Detention Accommodation (YDA) and custodial sentences for children using the Child First Principals. This includes the use of robust community recommendations and bail packages. The negative impact of custody is recognised by all YJP staff, as is the importance of community rehabilitation.

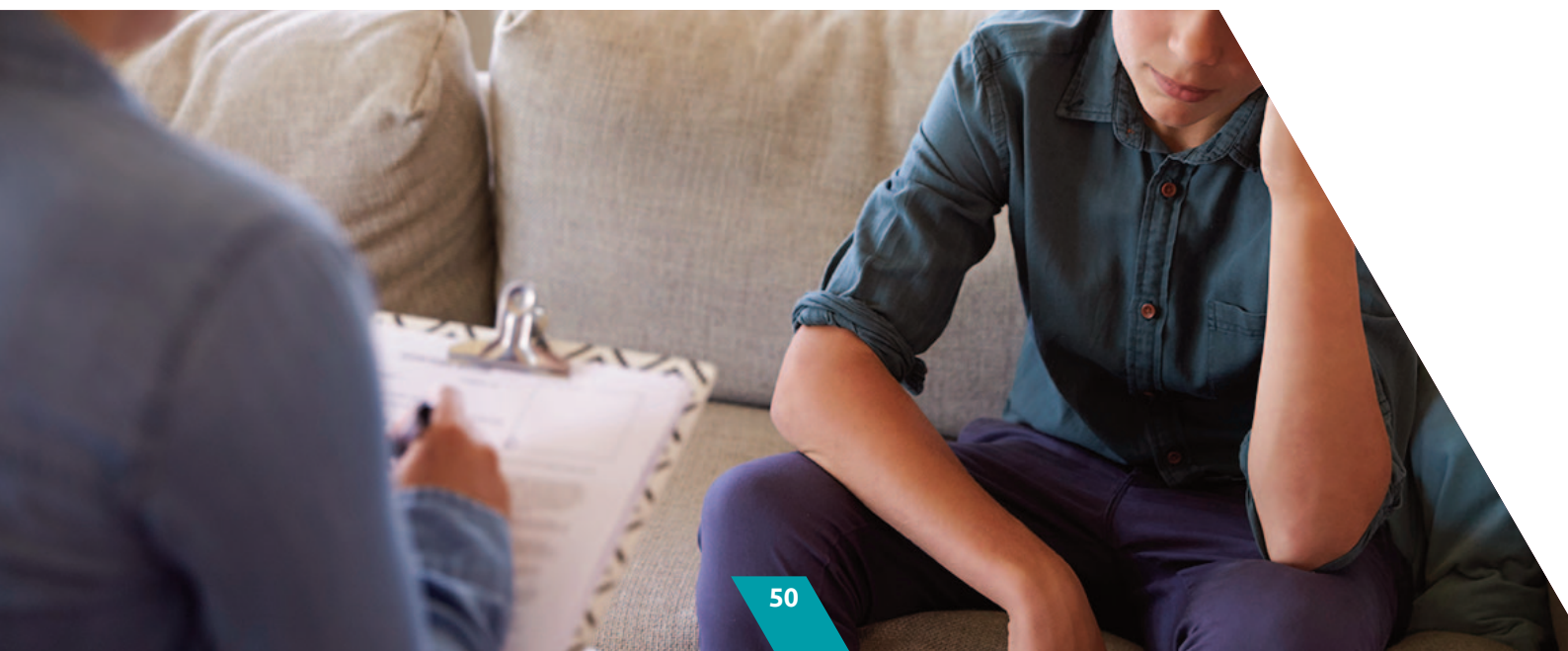
In August 2020, a 17 year old male had been arrested with several adults, charged and kept for court for his alleged involvement in the theft of high-end cars. He was kept for court due to the Seriousness of offence and being a potential flight risk for the offence of Handling Stolen Goods.

As the child spoke limited English, prior to his court appearance, an interpreter was requested. The child presented as distressed at the situation and wanted to return to his native country. There were concerns for his emotional wellbeing which were addressed with staff while in the cells.

The Youth Justice Partnership (YJP) offered the court a robust bail support package to consider given the circumstances of the child. After considering all the information from the CPS, Solicitor and YJP, the court decided that the only suitable outcome at that time was to remand the child to youth detention.

The desired outcome for the child was to give him the opportunity to work with the YJP on a bail package and be released from custody. The child was listed for a hearing the following week and the YJP offered a multi-agency bail recommendation, which included his diversity needs and disproportionality concerns. Also, the fact that there were concerns he had potentially been criminally exploited. The recommendation included accommodation, which was agreed as suitable by Children's Services, a curfew, 3x per week contacts with the YJP and engagement in education.

The child was released from custody and had a safe place to live. He is currently employed and has subsequently not re-offended or breached any of his bail conditions. He has been very appreciative of the support he has received from the workers involved with him and has continued to remain positive.



Case Study 2 – Child Criminal Exploitation

The Youth Justice Partnership (YJP) work with children who may have experienced emotional abuse, concerns around parenting and supervision, neglect, gaps in their education and substance use. Children may also be potentially vulnerable to Child Criminal Exploitation, and one of the places this may come to light is when a child is in Police Custody.

Appropriate Adults have a key role in identifying and addressing concerns around this. As part of the Appropriate Adult role, there is a responsibility to identify and address concerns around exploitation with children who present risk factors, for example those who have been arrested for offences involving substances. Appropriate Adults are trained to have knowledge of S45 of the Modern Day Slavery Act (2015) and have a role to ensure that the appropriate questions are asked by the Police.

The Youth Justice Partnership has a role in supporting the 'Prevent, Protect, and Pursue' approach of working with children who are being criminally or sexually exploited and/or there are concerns around Risks Outside the Family Home and in targeting the perpetrators of such harm.

Prevent:

The YJP recognise that using a professional who has a trusted relationship with a child can help avoid criminalising them further. A multi-agency approach is used to ensure that there is a plan in place for the child, living arrangements are stable they have support in place to reduce the vulnerability concerns.

Using a Solution Focussed Approach will support a child to address concerns such as substance use, education and emotional wellbeing, again utilising a variety of agencies.

Protect:

Safety plans are implemented for a child and it is ensured that they are seen by professionals on a regular basis, and parents/carers are encouraged to report them missing if required. The YJP also ensure that children have a mobile phone to keep in contact with parents/carers and professionals.

Multi-agency Risk, Safety and Wellbeing are held to ensure that there is defensible decision making throughout a case, and that all relevant information is shared and acted upon when required. In addition to this, children are discussed within the MACE arena, whereby a range of multi-agency professionals communicate and share information and ensure that plans are in place. There is constant communication between the YJP worker and the Police to ensure that any relevant information regarding exploitation is considered and addressed.

Pursue:

To identify and target perpetrators of exploitation; safeguarding and intelligence information is constantly shared with the Police. When appropriate a National Referral Mechanism (NRM) referral is made for a child, and Police are updated with hotspot areas and names of concern. The NRM process is managed within North Lincolnshire Council, which allows decision making to be made by those who have the most knowledge about a case, and can easily access relevant information.



Resources & Services

Value for Money

As an accountable and publicly funded body, the Youth Justice Partnership is committed to ensuring value for money via robust budget management and effective service delivery. The service ensures that resources are deployed appropriately within the YJP structure to meet the changing demands of a smaller convicted cohort, with increased preventative and out of court disposal interventions.

The Youth Justice Partnership continues to achieve a balanced budget comprised in the main from Local Authority core funding and the Youth Justice Board Grant, supplemented by partner contributions and additional grant funding opportunities. There is ongoing commitment from the Police and Crime Commissioner for 2021/22 to continue to support the work of the YJP in diverting from and preventing youth crime. This is allocated and overseen via the North Lincolnshire Community Safety Partnership.

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 low number of custodial sentences and a continued fall in first time entrants to youth justice.

Staff Resources

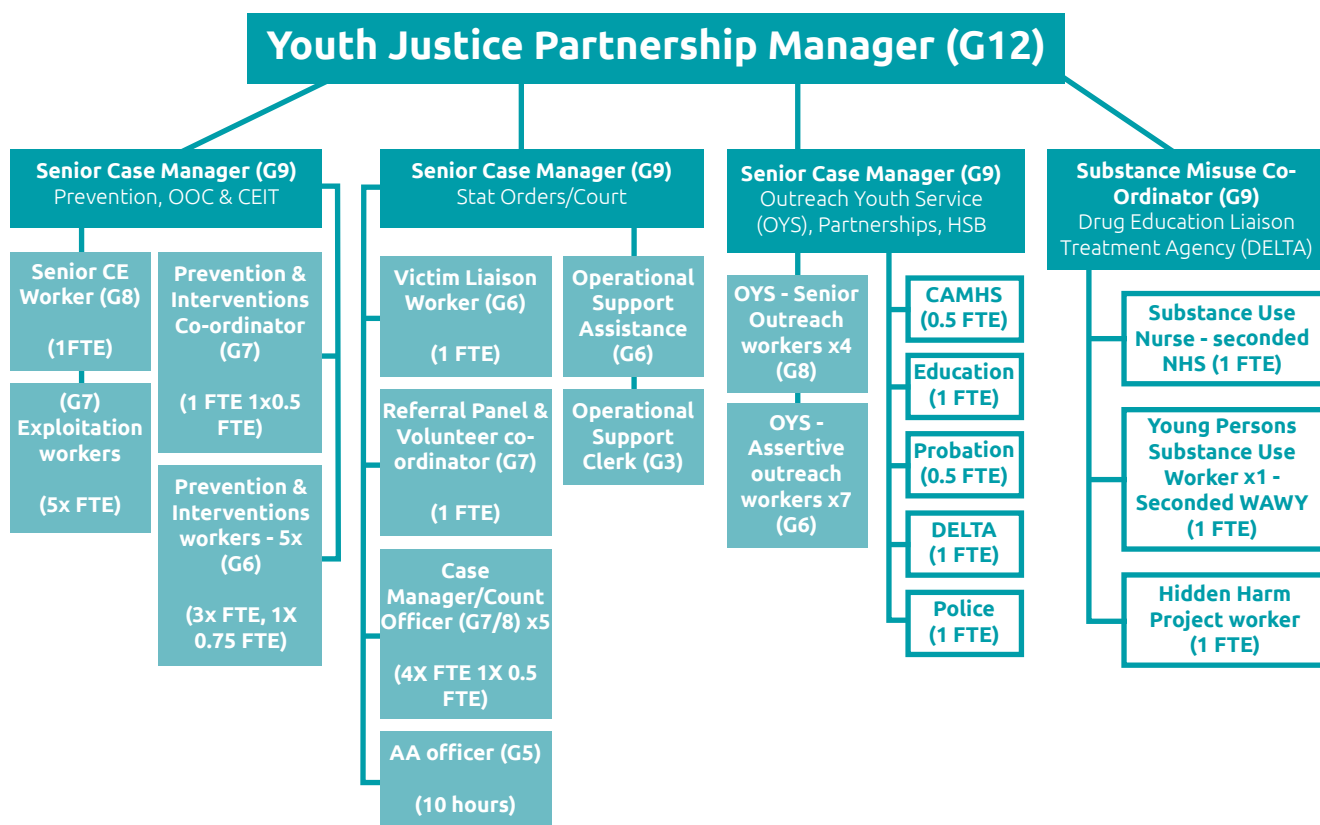
A recent review of role and function within the Youth Justice Partnership was undertaken which concluded that a new model was needed for the different challenges faced by the partnership. The review recognised that a different balance of skills was required to meet the changing needs of the children/young people and their families. Subsequently, a streamlined model was developed and the service was re-structured with a greater emphasis on partnership. The Youth Justice Partnership Manager role (reporting to the YJP Head of Service) was created, developed and appointed to with four grade 9 team leaders developed to oversee the different aspects of the service, inclusive of YOS, CEIT and DELTA making up the 'Youth Justice Partnership'. The partnership also consists of a practitioner team of Case Managers/Court Officers, Intervention workers, Youth Justice 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:

- ▼ Seconded Education and Inclusion officer,
- ▼ Substance misuse workers,
- ▼ Dedicated health worker (Nurse) within the DELTA service.
- ▼ Allocated CAMHS worker.
- ▼ Seconded Police Officer.
- ▼ Seconded Probation Officer.
- ▼ Designated Social Worker.
- ▼ Dedicated Education Psychology time.

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

Staff Structure Chart



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



Workforce Development

The golden thread is that staff have the knowledge and skillset required for their role. In North Lincolnshire we are committed to having a highly skilled workforce that are able to meet the needs of our children and families. Our workforce consists of qualified social workers, nurses, police officers, and practitioners who are educated to degree level in relevant subjects e.g. criminology, youth justice, social care. We have an emphasis on a learning culture in North Lincolnshire and ensure staff feel valued, listened to and supported.

The 'One Family Approach' reinforces our approach to integration and our staff are afforded the opportunity to work in different areas of the service. Whilst this enables us to demonstrate our commitment to partnership working, this equally upskills the workforce and supports better understanding of key roles and responsibilities across children's services.

All staff and volunteers have regular access to training. The majority of staff have completed the Youth Justice Effective Practice Certificate qualification and new staff are encouraged and motivated to do so. This is role specific and reflects the risk and complexity of working in youth justice.

Staff are trained in other key areas such as:

- ▼ Harmful sexualised Behaviour (AIM2/3 and Good Lives)
- ▼ Restorative Justice
- ▼ Safeguarding Children
- ▼ County Lines
- ▼ Contextual Safeguarding
- ▼ Transitional Safeguarding
- ▼ Child Exploitation
- ▼ Domestic Abuse
- ▼ Child Development
- ▼ Diversity

All staff receive regular supervision and appraisals, and ongoing career development is encouraged through this process. All new starters also receive a robust induction package.

More recently, staff have been encouraged to utilise the YJB skills audit tool which was designed to help youth justice practitioners to reflect on their practice, in particular to identify potential gaps in their knowledge, behaviours and skills and thereby to gain access to more targeted training. The Youth Justice Board's Resource Hub provides a platform for practitioners to access a range of tools and resources that support ongoing knowledge and development.

Training needs are regularly reviewed and most often linked to the Youth Justice Partnership's key priorities. This has included practitioners attending training on:

- ▼ Modern Day Slavery – including Section 45 Defence and the National Referral Mechanism.
- ▼ Adverse Childhood Experiences (ACE's).
- ▼ Deprivation of Liberty and The Mental Capacity Act.
- ▼ Disproportionality and Unconscious Bias.
- ▼ Resettlement.

Regular workshops are often also facilitated to provide staff with the opportunity to refresh their skills and knowledge, for example Asset Plus workshops and report writing workshops.

In line with our current need and priorities the following training has been scheduled for 2021;

- ▼ Trauma Recovery Model
- ▼ Speech and Language
- ▼ Risk Outside the Home
- ▼ Preparing for adulthood

Trauma Recovery Model

Whilst we have developed a good understanding around identifying trauma, this was identified as an area of development by the team and subsequently we have commissioned the Trauma Recovery Model training jointly with our neighbouring authorities (demonstrating the regional partnerships we have formed). The Trauma Recovery Model is a road map to help professionals care for and guide troubled people towards recovery. It is a composite model; combining theories of child development, attachment and neuroscience with hands on practitioner skills. The model draws together knowledge and research from a number of different subject areas:

- Child development
- Attachment

- Early brain development
- Trauma research
- Adverse childhood experiences research
- Criminology & desistance theory

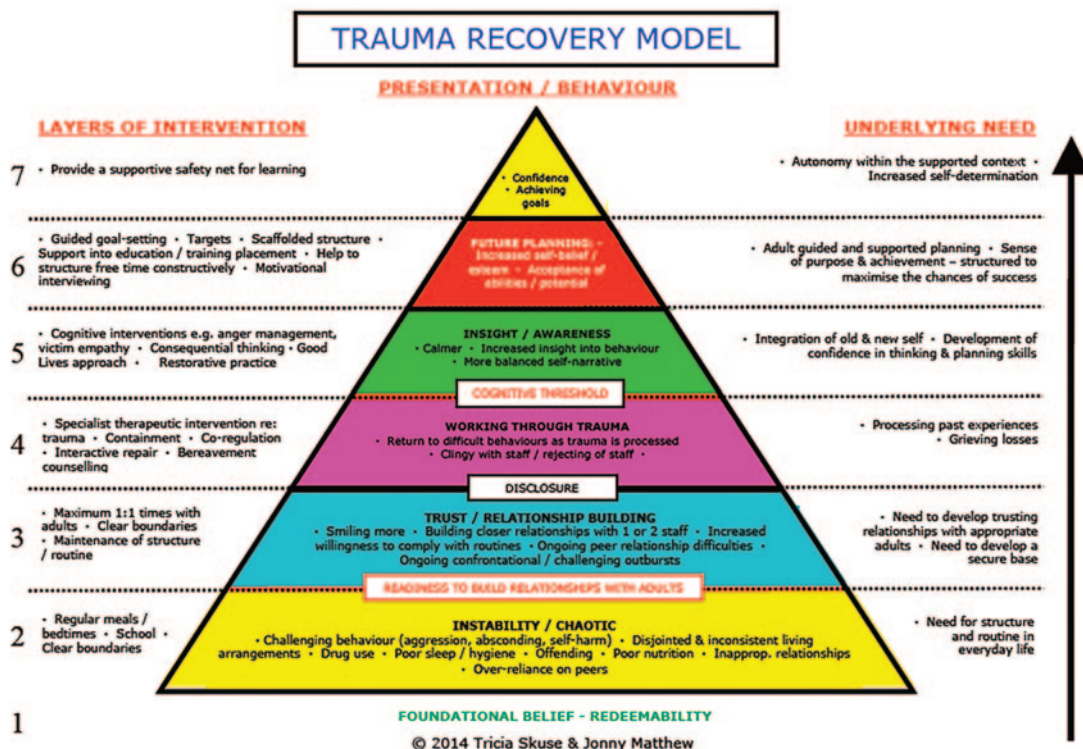
Jonny Matthews who co-delivers the training is a part time Practice Change Lead for the YJB. He is currently working to develop, test and evaluate the Enhanced Case Management in youth offending teams for young people with complex and prolific offending histories. This is an exciting opportunity for the service to develop staff skills in developing trauma informed practice. It's anticipated that following the successful completion of this training, some team members will be able to facilitate workshops to share learning across the workforce.

YJSIP

Managers of the service are equally encouraged to attend training and develop and the Senior Case Managers have been booked to attend the Youth Justice Sector Improvement Partnership (YJSIP) operational managers course. This is a reflective course enabling them the opportunity to reflect on their current practice whilst working closely with other Youth Justice managers nationally to learn from practice to support the best possible

outcomes for children, young people and their families.

It's anticipated that by all managers attending this course we can work towards a consistent approach to our management across the service which in turn will support practitioners to be clear of expectations.



Speech and Language

Speech, Language and Communication Needs (SLCN) are another priority for the service. A recent health profile was undertaken by the partnership which subsequently led to a review of our current CAMHS provision but equally the need for further training amongst the workforce. Children with SLCN can give a negative perception of themselves to the agencies that are responsible for their support, sentences and interventions.

It is therefore essential for those agencies working with children to have a clear awareness and process to understand and support children's communication needs. Consequently, we have booked tailored training for the workforce on SLCN and are working towards a pilot being implemented with the support of a Speech and Language teacher.





Risk Outside the Home (ROTH)

In North Lincolnshire we have adapted the language 'Risk Outside the Home' opposed to 'contextual safeguarding'. 'Working Together' was updated in 2020 and renamed contextual safeguarding and subsequently it was agreed across the Local Authority and with our partners to follow suit. This change was reflected in our key policies and documents. Our approach to ROTH has enabled us to develop our approach to extra familial harm in its widest sense.

In North Lincolnshire we have a strong strategic and operational framework in place for Child Exploitation and we are currently on our journey to ensure that this also incorporates other threats including;

- Serious Youth Violence
- Human Trafficking and Modern Day Slavery
- Peer on Peer abuse
- Online abuse radicalisation and bullying

Subsequently, workshops are being developed in partnership with the Youth Justice Partnership to educate the workforce on these priority areas incorporating key assessment and referral tools e.g. The National Referral Mechanism.

The workforce are equally encouraged to attend national training opportunities with organisations such as Research In Practice, National Working Group (NWG) and The Children's Society.

Responding to the pandemic & recovery from COVID-19

North Lincolnshire Youth Justice Partnership (YJP) adapted a 'business as usual' approach from on onset of the global pandemic recognising that as a service we needed to quickly adjust to unprecedented ways of working. Staff excelled themselves and there was a commitment to keep services going ensuring that the needs of children and families were prioritised. Interventions continued to be delivered both face to face and virtually depending on the assessed need of the child. We had the task of providing critical services whilst developing and adapting our infrastructure to operate in a safe way.

Leadership and managers responded quickly and methods of working and the delivery of the service was reviewed through the development of a COVID-19 Recovery Plan. This plan summarised progress, developments and learning in response to the pandemic and outlined our key priorities being taken as a partnership to ensure services remained responsive to the needs of children, families and the community of North Lincolnshire.

The service was represented at the daily Council leadership meetings to ensure that the Youth Justice Partnership had the resources to continue to work to a 'business as usual' model, ensuring as far as possible and that the service adhered to guidance, legislation and practice standards with minimal disruption to standard practice. It also ensured that good practice, developments and learning was shared to enable services to learn, refresh and implement new and creative ways of working.

The Youth Justice Strategic Partnership Board (YJSPB) has continued to take place virtually and the Youth Justice Partnership continues to be represented at partnership meetings including the MACE, ASB meetings, reoffending partnership meetings and other partnership processes. This has continued to be monitored and reported on through the weekly manager's assurance updates. A shared agreement / protocol was agreed with Humberside Police (and overseen by the North Lincolnshire YJSPB) in relation to Covid-19 to reduce the likelihood children being criminalised because they either don't adhere to the lockdown or because stressful situations at home are impacted on as a result of the lockdown and resulting in incidents committed by children. This was to identify and prioritise the support of the YJP and partners to divert these children from potential offences and anti-social behaviour.

Locally and nationally the increase in domestic related offences within the home was noted and a thematic report with key actions was developed in partnership to avoid the unnecessary criminalisation of children.

Lessons were quickly learnt as the pandemic progressed and aspects of service delivery that have improved were captured and are likely to remain for the future. Attendance at multi-agency meetings improved drastically and partnership working has amplified and helped us to not only continue throughout the pandemic but to develop and achieve more than we imagined.

Staff welfare has maintained a priority and staffing levels have generally been maintained. Qualified staff supported other critical areas of Children's Services where resource was required and in turn has supported continuous workforce development. Staff have embraced the virtual way of working and welcome the idea of a hybrid approach as virtual working becomes 'the new normal'.



North Lincolnshire responded to the HMIP COVID-19 Thematic by comparing our practice and identifying areas of strength and areas of development. This included our response to the 'digital divide' ensuring our staff and children and families supported did not face inequality and any issues were quickly addressed.

It's recognised that children known to youth justice services often experience difficulties accessing and maintain education and this was accentuated during the pandemic. Subsequently, a daily education meeting was developed and attended by youth justice staff to challenge and advocate for children ensuring they were provided with placements due to their identified vulnerabilities. Contact and joint work with custodial establishments was difficult. Whilst the number of children in custody in North Lincolnshire remains low, it was recognised that children became more isolated from their families and professionals and the balance between stopping visits to stop the spread of the virus and the impact of social isolation was quickly recognisable.

As we move further into 2021, on the roadmap of easing restrictions we take stock at what we have learnt over the past 15 months and look to plan our recovery knowing that service delivery might never look quite the same again. Whilst it's recognised that there are many positives to come from this period it's acknowledged that for some there will be trauma to overcome and for many children on Youth Justice caseloads this will be an additional adversity to add to an already lengthy list.



A thematic review of the work of youth offending services during the COVID-19 pandemic

A review by HM Inspectorate of Probation
November 2020



Approval & Sign off

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

Signed: Edwina E. HERRISM

Independent Chair of the North Lincolnshire Youth Justice Strategic Partnership Board June 2021.



Hyperlink to other documents/strategies

Weblinks:

Helping Children & Families: www.northlincscmars.co.uk 

CMARS: www.northlincscmars.co.uk 

CSP: www.northlincs.gov.uk 

Child First – Evidence Based Report: repository.lboro.ac.uk 

Attachments:

North Lincs ASB Process 

SEND Strategy 

Appendix 1 - Partner contributions to the youth justice partnership budget 2021/22 

Appendix 2 -Business and Improvement Plan 

Appendix 3 - Risk Log 

Appendix 4 - Child Friendly Youth Justice Plan 2021 

