

North Lincolnshire Youth Justice Plan 2015 – 2017

Safe Children and Vulnerable Adults

Supported Families and Carers

Transformed Lives

Contents

1. Foreword by the Chair of the North Lincolnshire Youth Offending Management Board

2. Introduction

- The North Lincolnshire Youth Offending Service Values and Principles
- Youth Justice Plan Key Priorities

3. Review of progress of the 2013 – 2015 North Lincolnshire Youth Justice Plan

- Summary of Achievements
- Innovative and Promising Practice
- Partnership Response to Thematic Reports published in the previous 12 months
 - Girls in the Criminal Justice System (published December 2014)
 - The contribution of the youth offending teams to the work of Troubled Families in England (January 2015)

4. Structure and Governance

- Quality Assurance, Audit and Practice Development
- The Youth Offending Partnership
- The Youth Offending Management Board

5. Resources and Value for Money

- Value for Money
- Impact and Outcomes
- Performance
- Partner and Agency Contributions to the Youth Offending Partnership
- Staff Resources and Workforce Development
- Staff Composition of the Youth Offending Service:
- North Lincolnshire Youth Offending Service Staff Structure Chart

6. Partnership arrangements

7. Risks to Future Delivery

Appendix 1: Partner contributions to the youth offending partnership pooled budget 2015/16

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

8. Approval and sign off

1. Foreword

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



I have pleasure in presenting North Lincolnshire's Youth Justice Plan for 2015 – 2017. This plan details our commitment to supporting children to live safe, successful lives and to reduce their involvement in the criminal justice system. It sets out the priorities for the North Lincolnshire Youth Offending Partnership, how partners will work together to build on the strong picture in North Lincolnshire and plans for further developing youth offending services.

This plan also provides a review of the progress and successes achieved over the last 2 years and looks forward to how, with partners, the team will continue to deliver improved outcomes for some of our more vulnerable young people steering them from offending behaviour into positive and constructive activities so that they can contribute to the communities they live in, have high aspirations and achieve their potential.

The North Lincolnshire Youth Offending Service continues to provide services that make a difference for young people, their families and the community as a whole. There is a continued focus on prevention from offending and working with children and their families to help them address the issues that lead to children and young people becoming involved with criminal and anti-social behaviour.

The North Lincolnshire Youth Offending Partnerships success can be seen in the improved outcomes it has achieved. There are fewer first time entrants to the youth justice system, re-offending has continued to reduce and is now the lowest in the region, fewer young people have been sentenced to custody and more young people involved with the service are in education, employment and training. Services have developed a restorative approach and ensure that the voice and needs of victims of crime are considered in all aspects of their work.

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

Dave Houchin

Superintendent David Houchin
Chair of the North Lincolnshire Youth Offending Management Board

2. Introduction

Youth Offending Teams (YOTs) were established under the Crime and Disorder Act 1998, with the principal aim of preventing offending by children and young people. Local Authorities are responsible for establishing a Youth Offending Team within their area. Police, Probation and Health Services are statutorily required to assist in their funding and operation.

North Lincolnshire Youth Offending Service (NLYOS) is a statutory multi-agency partnership and is part of Children's Services within the People Directorate of North Lincolnshire Council.

The North Lincolnshire Youth Offending Service Values and Principles

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

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

Practice within the YOS is therefore continually expanding and changing to ensure that we know each individual child, know what life is like for that child and know what he or she needs to assist them to exit the criminal justice system and move on into a situation that is positive, enabling and allows the young person to grow and develop to his or her potential. In all cases this involves ensuring that we not only focus on offending or anti-social behaviour but that all services include access or provision to family/parenting support, health provision, education, training and employment opportunities, suitable accommodation and where necessary assistance to young people to participate and engage in positive activities and communities.

All staff in the YOS understand these principles and are required to consult and seek the views of children and their families, to work in the most appropriate and conducive environments for our young people and to work with our partners across North Lincolnshire and in the Youth Justice System to get the best outcomes for young people. The service and individual staff consistently review and change what we are doing if there are better ways.

Youth Justice Plan Key Priorities

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

Partner agency and youth justice performance priorities are:

- Community Safety, public protection and services to victims of youth crime
- Keeping children and young people safe from harm
- Reducing the use of custody and overnight remands
- Reducing the frequency and seriousness of re-offending
- Maintaining reduction of numbers using YOS as first time entrants.
- Increasing the prevention function of the YOS

- Working to break the cycle of disadvantage for families meeting the TFI criteria as Troubled Families
- Value for taxpayer's money from our Youth Offending Service
- Reducing vulnerabilities and risks of CSE

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

In recognition that the greatest demand on multi-agency resources is made by families with complex problems, the North Lincolnshire Family Initiative (TFI Troubled Families) has identified the YOS as a key partner working with entrenched offending and intergenerational problems.

It is imperative that resources are deployed effectively and the YOS has a structure to meet the changing demands of a smaller convicted cohort, with an increased number of Out of Court Disposals via the LASPO changes and an increased age band and duration of young people in the system.

3. Review of progress of the 2013 – 2015 North Lincolnshire Youth Justice Plan

Summary of Progress

Prevention of Offending and First Time Entrants

During the lifetime of the 2013 – 2015 North Lincolnshire Youth Justice Plan, offending rates and first time entrants have reduced substantially. In 2012/13 there were 83 young people, who were first time entrants this has now reduced to 47 first time entrants during 2014/15.

The number of court sentences was 97 in 2013/14. The target set by the service was to see a reduction in this to 75. This has been achieved with 72 in 2014/15, a 26% reduction.

The introduction of LASPO Act meant an increased focus on prevention work and this has been a key focus of the North Lincolnshire Youth Offending Service.

The Youth Offending Service has built on the 2012/13 *Liaison and Diversion programme* to incorporate this as a component on the menu of out of court disposals. The North Lincolnshire out of court disposal strategy is joint with the North East Lincolnshire Youth Offending Service providing consistency across the South Division of Humberside Police. As part of this strategy children are considered for low level crime/anti-social behaviour and if assessed as appropriate are offered a Community Resolution. This allows the child to engage in interventions on a voluntary basis in order to educate the child and family and ensure no further offending. Consequently, the use of prevention programmes and out of court disposals continues to increase with 128 such programmes starting in 2013/14. This increase has continued in 2014/15 with 160 starting, an increase of 25% on 2013/14.

The strategy in relation to out of court disposals is now well embedded and assessments are consistently allocated and completed within 10 days in order for the Police to make a decision.

Funding provided for Speech and Language and the dedicated worker has been utilised to identify needs and increase Speech and Language input for young people involved with the service. The additional screening and support for speech and language has meant all young people are screened and further intervention provided based on this. All YOS letters, interventions and paperwork are screened by the Speech and Language worker and adapted to promote understanding. The Speech and Language worker also provides advice and guidance on interactions with individual children based on their needs and complete joint sessions when appropriate. This knowledge has been shared with magistrates and volunteers at training events in order to equip magistrates and volunteers to engage with children who have specific communication needs.

The liaison and diversion officer post has also continued and takes a lead role in prevention of offending, parenting support and the RESPECT programme that has been effective in diverting children from crime since 2010 (see below).

Crime safety awareness days have taken place on a regular basis targeting children identified by schools across North Lincolnshire. The service also facilitates bi-monthly visits as part of the wider preventative agenda for selected young people from the YOS and schools as part of the 'Prison Me, No Way' programme.

The prevention agenda was extended further into the core function of the Youth Offending Services case management process to interface with the North Lincolnshire Family Initiative Programme(TFI). Eligibility for the Family Initiative during Phase 1 was checked during the weekly meetings and young people allocated as appropriate. Where appropriate, the YOS continue to be Lead Workers. Where the YOS are not identified as TFI lead professionals they continue to be involved in the overall plan for the child and will complete tasks as part of this plan. As the initiative moves into Phase 2 and is integrated within the North Lincolnshire Families are Safe, Supported and Transformed (FaSST) service, the YOS will continue to work in partnership with the service to meet the holistic needs of the child and their family and reduce the potential for future offending.

This approach includes the development in North Lincolnshire of an innovative approach to working with young people who display Harmful Sexual Behaviour and has enabled the North Lincolnshire Youth Offending Service to provide assessment services and interventions prior to conviction and for non-convicted cases referred (see more details below).

The service has developed and embedded a pro-active approach to the understanding of, identification, and reduction of risks to and of Child Sexual Exploitation (CSE). This includes all staff being trained in CSE issues and the YOS using recognised tools and programmes such as 'My Dangerous Lover Boy' and 'BeWise2' to work with young people at risk of CSE. All cases are screened utilising the North Lincolnshire CSE checklist and Risk Analysis and the YOS managers actively participate in the Multi-Agency Child Exploitation process.

Reducing Re-offending

The Youth Offending partnership has prioritised reducing re-offending through:

- Continued partnership working approach to Integrated Offender Management (IOM)
- Continued and improved support and engagement with Education, Employment and Training including expanding the role of the dedicated education officer to include personalised learning plans for children involved in the YOS
- Developing partnership working with the Criminal Behaviour Order team (previously known as ASBO team) this includes the offer of early intervention work, TFI plans and positive activities
- Continuing to ensure Improving the support and provision of suitable accommodation to increase successful achievement of orders in the community.
- Focused on reducing substance misuse including education and training on the use of legal highs
- Developing work with the whole family and including parents in the plan – including as part of the Families Initiative
- Development of the Harmful Sexual Behaviour prevention work
- Continuing to support young people once their order has ended for 6-9 months
- Management oversight of quality and focus of work through audits, reviews and performance management – including audits by managers from other services.
- The use of cross-authority peer audits to inform and improve practice

The NUDGE model of practice is well-embedded within the YOS.

Throughout the lifetime of the plan, the YOS made good progress in partnership working as part of the Families Initiative (TFI). Workers have developed practice in utilising models including 'Think Family' and have undertaken training in Motivational Interviewing, Trauma

Triggered Behaviour, Attachment Theory, Pro-Social Modeling and whole family engagement to focus on the child and their families' holistic needs.

The seconded Police Officer in the YOS is the allocated SPOC for Humberside Police, any crime/anti social behaviour caused by a child is referred to YOS PC. The YOS PC ensures that the Police are aware of her role and offers training to ensure officers are skilled when dealing with a child. This ensures the early identification of young people, enabling the service to front load interventions with a focus on prevention – including the whole family. This was successful in managing young people on orders, partnership working and reducing reoffending through early intervention and has been further reviewed in line with the restructuring of Humberside Police.

Young people are offered interventions including positive activities to help them to desist from further offending. Examples where this has been successful include the 'Night-Time Challenge' – where the YOS young people were successful in gaining an award, also residential sailing experiences and graffiti projects. Other opportunities include family activities and on-going engagement in activities.

Victims of Crime

All victims of crime are contacted as part of all out of court disposals where there is a victim. This includes asking whether they would wish to be involved in Restorative Justice – including restorative justice conferences, direct and indirect reparation, a letter of explanation and, where reparation is indirect, victims are offered a menu to choose from. 100% of victims of crime are now contacted consistently and offered the opportunity to take part in restorative approaches.

Integrated Offender Management

During the 2013-2015 North Lincolnshire Youth Justice Plan, this has developed as a core partnership between Probation, the Youth Offending Service, Police, Safer Neighbourhoods and Drugs/Alcohol services. The strategic management of this was strengthened and involved regular and frequent meetings (minimum weekly) to consider young people and adults involved in prolific and priority offending.

A joint grading tool has been devised between police, probation - the National Probation Service and Community Rehabilitation Company - and YOS to manage the most prolific offenders at the appropriate level. The Humberside Criminal Justice Board (HCJB) having also developed a local offending management performance tool that provided local crime figures across the four unitary authorities. This has contributed to a reduction in the seriousness and frequency of re-offending of young people through the close joint working and management oversight of cases.

Each young person in the highest band of offending (rated Gold as highest followed by Silver and Bronze) is allocated his or her own police officer. The YOS Police Officer is now the allocated owner of any children subject to IOM. The YOS PC works closely with dedicated YOS worker and coordinates services and targeted interventions to reduce the likelihood of re-offending.

The joint working between the YOS, the Police and partners (including as part of TFI) has improved the outcomes for the young people and their families with a corresponding reduction in the frequency of re-offending.

The impact of the above has meant re-offending rates have reduced substantially during the lifetime of the plan reducing from 43% offending when it commenced (at 1.71 offences per

offender) to the latest figure of 28% (0.56 per offender). This compares to the latest Humberside PCC comparator of 1.37 offences per offender, with 39.5% re-offending.

Reducing Custody

Previously, North Lincolnshire had a high percentage of young people who were sentenced or remanded to custody. This has reduced substantially during the 2013-2015 North Lincolnshire Youth Justice Plan to bring North Lincolnshire in line with other Youth Offending Teams across the region. The small numbers in the overall cohort are now less than 50% of previous years. In 2014/15, 5 young people were sentenced to custody, giving a rate of 0.33 per 1,000. This is in line with the Humberside PCC figure of 0.77. The England average was 0.52 for the same period.

The number of remands to custody remains low, with 7 reported in 2014/15. This has been managed via robust alternative community packages being provided and joint work with the courts, and partners in the Police and Children's Services.

This has been achieved by:

- A focus on preventative work and the family as a whole (including through the Families initiative)
- Supporting young people in their education, training and employment through a dedicated service
- Effective use of Integrated Offender Management
- Developing understanding of young people's learning needs
- Robust alternatives to remand to youth detention accommodation packages (including remand Foster Care and bail support)
- Use of the early guilty plea
- Development of the Harmful Sexual Behaviour Strategy
- Consistent use of community pre-release meetings – to ensure that resources are in place as young people are released from custody (in addition to custody pre-release meetings)
- Being consistent and determined to engage young people, taking responsibility for engagement
- Being clear about young people's compliance, and using the system responsibly
- Using recall to prison when appropriate, in a consistent and fair manner.

Reduction of Substance Misuse - This had been identified as a key component in the Custody Reduction Study as acquisitive crime frequently correlated with the means to fund cannabis habits. It is also now a factor associated with the rise in Child Sexual Exploitation. The Youth Offending Service and its partners have been effective in reducing substance misuse through:

- Targeting funds to increase provision on 'hidden harm' and education
- Improved in-house training programme for the YOS in management of substance misuse and trends (such as use of 'legal highs')
- Inclusion of substance misuse services in proposals to extend the Liaison Diversion Pathfinder planning

- Extending existing substance misuse programmes for young people from the point of entry to custody
- The Health Services Comprehensive Health Assessment Tool implemented for young people in custody
- Contribution of the YOS to the Vulnerable Young People's Strategy and JSNA for substance misuse
- Recognising and assessing lower level mental health and learning disability issues in YOS cases
- Early identification and intervention with young people where teenage pregnancy and sexual health is an issue.
- Attendance by the substance misuse service at the weekly pre court meeting, to ensure that drug testing and treatment requirements are discussed in advance and are agreed as appropriate.
- Use of the monthly substance misuse panel held where case managers bring cases for discussion, and the assessment and actions by the substance misuse service are considered.

Further developments have been to ensure parents are included in work and information is provided to ensure parents understand the issues relevant to substance misuse. The substance misuse panel has developed further to ensure that its work fits with the key elements of effective practice. The panel reviews the work on reducing and managing the use of substances and oversees progress.

Examples of Innovative and Promising Practice

The RESPECT Programme

The Respect programme began at the start of 2010 and has developed over the past 4 years. The programme is diversionary and aims to prevent young people across North Lincolnshire from entering the criminal justice system. It has been recognised for its successful outcomes and short-listed for the Howard League Good Practice Award during 2015.

The project is designed to educate young people about the impact of committing crime, the effects that committing crime can have on the young person, the victim and community. The young person is encouraged to take responsibility for their actions and describe how they will behave differently in the future in order not to commit further offences.

Key aspects of the project include; the court process from arrest to sentence, victim issues, education on consequences and how to access help.

The process gives the young person a chance to see how their behaviour and actions impact on themselves, their community, peers and family. The process allows the young person and their parents/carers to move on from the offence, make informed decisions and support one another, often leading to improved relationships.

The Respect programme works with young people between the age of 10 and 18 in North Lincolnshire who are at risk of offending or have committed a criminal offence. The Respect process offers an alternative to Youth Cautions/Youth Conditional Cautions, and a criminal conviction. It improves outcomes for the young people and prevents a criminal record, which

could have a direct effect on their education, training and employment. The victims of crimes are also consulted throughout.

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

- Humberside Police
- Youth Offending
- DELTA – Drug & Alcohol intervention project in North Lincolnshire
- Children’s Services
- Schools
- Business Watch

In 2014, of the 40 young people who participated in the Respect process only 3 have subsequently re-offended.

Children and families involved in the respect programme are active participants in agreeing to be part of the programme, in drawing up their intervention plans and contributing to the assessment and review and giving feedback. All young people complete a feedback survey at the end of the process and this includes a separate one for the parents / carers. This also gives a chance for further issues or concerns to be raised that perhaps might not be raised in a group environment.

From the feedback forms young people have told us their offending behaviour has involved the wider community, ie school bullying / football matches – as a result the Respect programme is being extended to secondary schools in North Lincolnshire.

Training has been delivered to the Magistrates who work on the Respect bench to assist in the engagement with the young people by the Speech and Language Therapist and YOS workers. This has made a real difference and the magistrates are more aware of the young people’s needs. The magistrates tell us this has encouraged the young people to participate more in the court setting and it is felt this is real progress.

Other police forces and local authorities have observed the Respect process and are now looking to adopt this initiative across the Humberside Police area. The Metropolitan Police have also shown an interesting the scheme and have visited to observe the initiative.

Harmful Sexual Behaviour Project (HSB)

The North Lincolnshire Harmful Sexual Behaviour model consists of a virtual team dedicated to managing Harmful Sexual Behaviour (HSB) from early identification through to assessment, risk management, planning and the delivery of interventions. It works with young people over 10 that have engaged in or been charged with sexual offences or harmful sexual behaviours. Professional referrals into the **HSB group** offer a collaborative and specialist service using AIMS methodology and specialist assessment of re-offending.

The team comprises a *Harmful Sexual Behaviour Panel* of multi-agency senior managers and a *Harmful Sexual Behaviour Practitioner Group*, both drawn from professional disciplines, including Social Work, Youth Offending, Child and Adolescent Mental Health Service (CAMHS), Police Public Protection, Educational Psychology, Health, Children and Family Support Services (CFSS) and The Family Initiative (TFI) with the following core components:

- A dedicated professional service for young people in the community, usually over 10 years old, who either display harmful sexual behaviours, or have been arrested, charged, and/or convicted of sex offences
- A pool of multi-agency HSB practitioners, trained by G-MAP to undertake specialist/evidence based assessment, gauge risk, deliver bespoke interventions and inform court recommendations and disposals that are compatible with the principles of rehabilitation, public protection and promoting the welfare of a child.
- A virtual team of trained senior managers to monitor output, provide oversight and direction, supervise practice and evaluate impact and effectiveness
- A 'fast track' to professional and accredited AIM2 assessment and Good Lives models of practice;
- An effective in-house alternative to specialist agency provision

The YOS has lead representation on both the steering group and the practitioner group and works with partners on assessments and provision – regardless of whether the young people have been charged or convicted of sexual offences. Managers and practitioners are AIMS trained and referrals are managed via a steering group panel. The strategic multi-agency panel oversees all work undertaken and is chaired by a Senior Clinical Psychologist from CAMHS and deputised by the Principal Social worker for Safeguarding.

The outcome of this initiative is that young people exhibiting harmful sexual behaviours can be referred directly into the HSB panel, fast tracked to assessment and receive a service from trained practitioners. The number of referrals being dealt with has increased and provision has reduced the need to commission specialist assessment or use agency services for interventions.

The programme has also enabled YOS services to inform pre-sentencing reports and obtain adjournments in complex cases to allow time for assessment to inform decision-making and sentence planning in courts.

The project has developed an on-going programme of training for staff across services including the YOS, Social Work, Police, DELTA, Family Support, Education Psychology, TFI and CAMHS. This approach has been successful in diverting young people from custody, utilising specialist assessments, including core, ability to protect and pre-sentencing reports leading to effective work with young people and the prevention of future offending. The YOS was nominated and successful in winning the Howard League for Penal Reform Community Programmes Awards 2014 in the category 'Community Sentences for Young People'.

The panel is developing further models of supervision and extending the HSB training to all managers of panel members.

The programme prevents re-offending through the application of the 'Good Lives' model, jointly managed risk management plans and bespoke interventions following the AIM2 and sentencing if relevant.

Plans always involve parents or carers – expected outcomes are agreed with them and the child/young person.

All work is closely monitored through:

- HSB Case Tracking List
- Progress Report to Panel
- QA and Audit of AIM2 reports
- Case supervision via AIM Project trained supervisors and managers
- Management oversight of all cases

- Reflective supervision provided for all AIM2 and HSB Practitioners
- Management information

Between January 20012 and April 2015 the Panel received 34 HSB referrals.

Development of the Virtual Restorative Justice Team

The Virtual Restorative Justice team was established during the early part of 2013 and is made up of trained staff who have a commitment to the principles of Restorative Justice (RJ). Remedi won the tender to deliver a service for the Police Crime Commissioner and have recommended during a mapping exercise that du to the progress made, North Lincolnshire work towards and apply for the Quality Mark in relation to the approach.

Victims of offences have multiple options regarding restorative justice. They can choose to receive a letter of explanation, indirect reparation, direct reparation, attend a restorative justice conference and to be kept informed of the young person's progress. Victims can ask for a number of options whilst others may not wish to take up any. i.e. one person my request indirect reparation and to be kept informed. The “doing sorry “approach is utilised on all cases with an identified victim. Staff are also trained trainers and deliver accredited Restorative Conferencing Training to staff and volunteers within the YOS and the wider partnership.

All staff who work in the Youth Offending Service are trained in Restorative Justice.

There are 10 volunteers within the YOS who are involved in Restorative Justice Panels - i.e Referral Order panels, and additionally Restorative conferences – all are trained in Restorative Justice to conference level.

Speech and Language

North Lincolnshire Youth Offending Service is one of the youth offending services nationally selected for this by the National Dyslexia Association in conjunction with the YJB. This focuses on raising awareness across the service and specific tools to improve communication with children who have diverse needs. The service continues to deliver training and materials to staff and this is supported by the dedicated speech and language worker based within the YOS. This has been further enhanced by the development of screening materials and child friendly IT based materials as well as support to and awareness raising with workers in the YOS. We are working towards a Charter Mark in Communication and Interaction. This involves working through an audit, developing an action plan and policy. If successful we aim to achieve this by December 2015.

Positive Activities

A range of activities are embedded within the service, there are regular activities during school holidays, and young people are supported to gain access to mainstream activities within the community. Examples include fishing competitions, cycle rides and skills workshops. 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.

Night Challenge

Six young people were supported to take part in the Humberside Police night challenge, they developed skills in working together and as a team and participated fully in the challenge. As well as walking the 13 miles, from 7 pm to 2.30 am, they solved or took part in a number of challenges. They were one of 4 teams out of 125 to win an award.

The North Lincolnshire Response to Thematic inspections

Joint inspection Girls in the Criminal justice system (December 2014)

Areas identified in the inspection:

- Girls are brought into the penal system because of unaddressed welfare needs including neglect, abuse and poverty
- The majority of girls in the penal system have committed low level misdemeanours
- Girls are being treated more harshly by magistrates if their behaviour contradicts gender stereotypes
- There is lack of awareness among magistrates and other professionals of the specific needs of girls
- There is lack of gender-specific provision for girls once sentenced
- The needs of girls are overlooked due to the small number of girls in the penal system

The North Lincolnshire Youth Offending Service response:

- An action plan was developed utilising the YJB self-assessment tool and presented to the Youth Offending Management Board for oversight.
- This recognised that girls have specific needs and the importance of offering single-gender services for girls
- The chair of the North Lincolnshire Youth Offending Management Board has lead responsibility for this work and reviews the action plan and progress made regularly – updates are also presented to the board
- This includes taking account of the diverse needs of girls involved with the service and the particular risks that are posed to girls regarding their involvement in youth justice
- Awareness raising and workshops have been undertaken with staff in the service to ensure the specific needs of girls are considered in all aspects of the service
- Consultation has been taken with girls who have been involved with the service regarding the approach and how it can be improved
- Resources have been developed regarding resources available in the area for girls and young women
- All girls have the option of a female worker
- Performance information has been developed regarding girls involved with the service – this will be overseen by the Youth Offending Management Board
- Girls involved with the service is a set agenda item at the management board.

Joint inspection The contribution of the youth offending teams to the work of Troubled Families in England Jan 2015.

Areas identified in the inspection:

- Troubled Families work was often hindered by inadequate integration of multi-agency assessments and plans.
- In too many cases single agency perspectives had not been pulled together in a multi-agency plan
- YOT practitioners needed to be clear about the priorities and outcomes being addressed for the families in a multi-agency context

- The role of the Troubled Families lead professional had not been adequately defined in several locations and this compounded the planning difficulties
- Uncertainties about the Troubled Families lead practitioner/lead professional role limited the ability of staff to deliver coordinated packages of services.
- YOT staff, had a tendency to default to work relating to the core priorities of their host organisation and this diluted the Troubled Families focus of their work.

The North Lincolnshire Youth Offending Service response:

- The North Lincolnshire Youth Offending Service completed an action plan focussed on the key priority areas.
- North Lincolnshire service manager for troubled families facilitated a workshop with staff from the service on the findings from the review.
- The service has developed monitoring and evaluating the Troubled Families outcomes being achieved for YOS service users in order that future performance can be enhanced.
- The YOS ensures that regular case reviews are held to maintain the focus on achieving good outcomes for children and families.
- The YOS ensures that quality assurance and management oversight arrangements support achieving both troubled families and YOS outcomes.
- Support is in place for YOS staff to ensure integration of multi-agency assessments
- A review of the Families Initiative in North Lincolnshire is currently underway, in conjunction with the implementation of Phase 2

4. Structure and Governance

The North Lincolnshire Youth Offending Service (YOS) is part of the Children's Service within the People Directorate. The management of the Youth Offending Service falls within the remit of the Assistant Director for Children Services. The Youth Offending Manager direct line manager is the Principal Officer (Case Management) who reports to the Assistant Director.

The YOS works to the **North Lincolnshire Children and Young People's Plan 2013 - 2016** which sets out the strategic priorities and ambitions to meet the needs of children, young people and their families across North Lincolnshire. It also sets out the vision, values and principles and shared commitment to work together where children, young people and their parents / carers are at the centre of all that we do.

The priority actions for the final year of the plan are:

1. Children and Young People and Families are empowered to keep themselves safe
2. Children and Young People are supported to enjoy positive emotional wellbeing and mental health
3. Children and Young People are supported to develop their employability skills and career pathways

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

- **Children and young people feel safe and are safe - *Feel Safe and Are Safe***
Ensuring robust safeguarding/ vulnerability assessment and planning, management oversight, partnership working and audit of Safeguarding and Child protection arrangements
- **Children and young people achieve a good level of development in all areas - *Best Start/Close the Gaps***
Working with partners, particularly via the Families Initiative / FaSST, enabling young people to access support/guidance to reduce teenage pregnancy, improve sexual-health and well-being and if needed, access parenting support and guidance.
Setting local targets and working with partners in education and training to put in place programmes and activities that increase opportunities, lead to employment and help young people to achieve their potential along with their non-offending counterparts.
- **Children and young people have their voice heard and celebrated - *Celebrate and Engage***
Continue to improve and enhance engagement and participation, evaluating outcomes, success and compliance to ensure that where good outcomes are achieved, they are recognised and celebrated and where compliance is an issue – all efforts are made to assist young people to complete orders successfully.
- **Children and young people achieve their potential - *Raise Aspirations/Close the Gaps***
Implementing action plans that promote access to targeted resources, increase access to education, training and employment, and deliver multi-agency services that

take account of the over-representation in YOS of learning difficulties, disability, poverty, substance misuse and mental health problems

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

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

Quality Assurance, Audit and Practice Development

The North Lincolnshire YOS is committed to using research and evidence to inform practice development and deliver high quality services based on identified local needs and learning from wider audit and inspection. To this end, planning and delivery is shaped by internal audit, peer review, thematic Inspections, national drivers and commissioned studies.

As part of North Lincolnshire People's Services, the Youth Offending Service reports into shared Quality Assurance and Performance Management Systems. YOS has also developed audit programmes in line with Children's Services as a whole and responsive to OFSTED inspection formats and Full Joint Inspection processes.

The Youth Offending Service has well-developed internal audit programmes with a programme of reciprocal peer review process with a neighbouring Youth Offending Service. This aims to achieve compliance with National Standards and increase capacity to improve. With a focus on outcomes and impact. The Peer Audit programme is now embedded in practice. To extend the peer review process established further, agreement has been reached to undertake peer audits across the 4 Humberside Youth Offending Services on a rota basis. This rota also applies to practice reviews when there are Community Safeguarding and Public Protection Incidents.

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

The Youth Offending Partnership

The work of the North Lincolnshire Youth Offending Service is overseen and lead by the **Youth Offending Management Board**. It interfaces with other statutory Boards and strategic groups and it reports to the Local Safeguarding Children Board, Children's Services Senior Management Team, Community Safety Partnerships and Safer Neighbourhoods operational groups.

The YOS relationship with other strategic groups focuses in the main on the impact and prevalence of youth crime in North Lincolnshire, protecting the public and victims of youth crime and safeguarding young offenders and other children connected with youth crime. YOS contributes to the Children & Young People's Plan, Early Help Strategy, Substance Misuse services, CSE plans and processes, The Families Initiative (TFI) and the Safer Neighbourhoods Plan.

All partners within youth justice are committed to working together to achieve shared goals, these being to prevent and reduce offending in North Lincolnshire; reduce first time entrants, reduce the impact of offending on the community; protect victims and the public from crime;

and change and improve the lives of the young people who enter the criminal justice system. This also requires us to work proactively towards reducing the numbers of young people in North Lincolnshire sentenced to or remanded in custody, managing the risk they pose in the community and reducing re-offending amongst the youth justice population.

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

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

The Youth Offending Management Board

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

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

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

Service Level Agreement and Partnership Arrangement Review Process

To assure effective partnership working, Service Level Agreements (SLA) exist between the YOS and key partner agencies, including police, probation, CAMHS and Children’s Services with emphasis on Looked After Children and substance misuse services. SLAs are subject to annual review and specify designated roles, accountabilities, responsibilities, recruitment processes, supervision, practice and delivery of services, and management of performance.

Table 1: Core Composition of the Youth Offending Management Board

Name	Agency	Status
Supt David Houchin	Superintendent Humberside Police	Chairperson
Mike Prudom / Dave wright	Scunthorpe Magistrates Courts	Board member
Denise Hyde	Director of People (Representing Adults, Children and Education)	Board member
Mick Gibbs	North Lincolnshire AD Children’s Services	Board member
Adrian Evans	Integrated Offender management (CRC)	Board member
Kay Aisthorpe	Acting Head of Safer Neighbourhoods (Places Directorate)	Board member
James Hoult	Health Services Commissioning (CCG)	Board member
Nick Hamilton-Rudd	Head of Humberside NPS (North and North East Lincolnshire)	Board member
Tony Hodgson	Youth Justice Board Regional Adviser	Associate member
Paul Cowling	Head of North Lincolnshire Youth Offending Service	Board member
Vicki Johnson	Partnership and Planning Team, North Lincolnshire Council	Administrator

5. Resources and Value for Money

Value for Money

The Youth Offending Service has over the past two years achieved a balanced budget comprised in the main from Local Authority core funding and Youth Justice Board Grant, supplemented by partner contributions and some additional grant funding.

There is continued commitment from the Police and Crime Commissioner for 2015/16 for the full amount to be repaid to the Youth Offending team subject to stringent grant conditions in line with Home Office requirements to evidence spending in the required areas. There are also expectations that the YOS will work with colleagues across the region to further develop joint working initiatives.

North Lincolnshire YOS has ongoing liaison with the Police Crime Commissioner (PCC) – to ensure that we continue to demonstrate progress and value for money – with a particular focus on preventative work and substance misuse.

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

The current database system – YOIS – is being replaced by CareerVision which goes live at the end of July 2015. The YOS have worked with a project team to identify and commission a replacement information system through a tendering process.

The YOS has been successful in reducing Remands to Detention – expanding prevention so that the allocated case management will cover both statutory and non-statutory early intervention and prevention work on caseloads. The YOS has revised and improved its bail, enforcement and community packages to increase the confidence of the courts and optimise the use of community packages when safe to do so.

The YOS has also worked jointly with colleagues in Children's Services to identify alternative provision and prevent the need for children to be remanded to Youth Detention Accommodation. This means that there are options in place to provide suitable accommodation options for young people where it is deemed appropriate to do so. This includes immediate provision as a direct alternative to remand to custody. This development included the use of devolved budgets to develop innovative responses that include specific foster care placements with the identified skills, training and support.

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 identification and prevention continue to have a positive impact and contribute to the fall in custodial sentences, the numbers, frequency and seriousness of re-offending and a continued fall in FTE.

The YOS is continuing to see a fall in numbers sentenced to custody, and is managing remands successfully with only 7 remands to Youth Detention Accommodation during 2014/15.

The YOS is contributing to a cost effective and improved service and management of sex offending including the HSB Project.

Performance

The Youth Offending Service key performance targets are set to be compatible with those set nationally by the Youth Justice Board and to fit with local priorities and local features. The YOS performance on custody and re-offending rates previously required a focus on reducing rates and set targets locally to be achieved by the end of 2013/14 and subsequently for 2014/15. This has been achieved and the indicators are now comparable with or better than regional and national figures.

The YOS has built on holistic models that include the whole family and work closely with the Families Initiative (TFI). This has also contributed to the reduction in custody, re-offending and First Time Entrants.

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

Key Performance Indicators

<p>Prevention and Out of Court Disposals The use of prevention programmes and out of court disposals has increased since the new arrangements in April 2013, with 128 such programmes starting in 2013/14. This increase has continued in 2014/15 with 160 starting, an increase of 25% on 2013/14.</p>
<p>First Time Entrants The number of first time entrants to the Youth Justice system continues to reduce. The YJB measures this as a rate per 100,000 of 10-17 years olds in our area. In 2012/13 this figure was 529 (83 young people), reducing to 334 (51 young people) in 2013/14. This is better performance than the England 2013/14 average of 431 (per 100,000) and the Humberside average of 420 (per 100,000). During 2014/15 we have locally recorded 47 first time entrants, giving a rate of 308 per 100,000. This is an 8% reduction on 2013/14.</p>
<p>Custody The rate of custodial sentences remains low. The rate of custody per 1,000 10-17 year olds has continued to improve year on year. In 2012/13 it was 1.09 (based on 17 custodials) and reduced to 0.72 (based on 11 custodials) in 2013/14. This is in line with the Humberside PCC figure of 0.77. The England average was 0.52 for the same period. The small numbers in the overall cohort are now less than 50% of previous years. In 2014/15, 5 young people were sentenced to custody, giving a rate of 0.33 per 1,000 and a further reduction. There were no young people sentenced to custody in April 2015. The number of remands to custody remains low, with just 4 in 2013/14 and a further 7 reported in 2014/15. This has been managed via robust alternative community packages being provided and joint work with the courts, our colleagues in Police and Children's Services.</p>

Re-offending

The latest published comparisons from the YJB are for Apr 12 to Mar 13. These indicate that for the 165 offenders in the cohort, 52 re-offended (31.5%). This involved 181 offences, giving an average of 1.10 offences per offender. This has now moved in-line with national rates of 1.08 offences per offender (36% re-offending). It further compares to the Humberside PCC comparator for the same period of 1.37 offences per offender, with 39.5% re-offending.

More recent figures continue to indicate that re-offending is reducing. For the Jan-Mar 2014 cohort (measured at the end of March 2015), the rate had reduced to an average of 0.56 offences per offender. The % of the cohort re-offending had reduced to 28.1%.

Suitable Accommodation

The YOS ensures that Young people are in suitable accommodation at the end of a young person's order, with 96% in 2013/14 and improving to 100% in 2014/15 and currently.

Education, Employment and Training

The number of young people in education, training or employment continues to increase. 2014/15 data shows that 77% of young people completing their order were in full-time ETE, which is a significant improvement on the 2013/14 figure of 66%. For April 2015, the figure is 67%.

Youth Justice Grant Allocation

See Appendix 2

Partner and Agency Contributions to the Youth Offending Partnership

(See also Appendix 1 - Partner contributions to the youth offending partnership pooled budget 2015/16)

- Resources allocated to implementation of AssetPlus

Staffing contributions include:

- Seconded Police Officer
- Qualified Social Worker
- Education and Learning Officer
- Substance Misuse Worker
- Seconded Probation Officer
- Part time: 0.5 CAMHS worker
- dedicated Education Psychology time
- 0.5 Speech and Language therapist via NHS England grant funded provision.

Key partners also contribute financially:

- Local Authority **£544,000**
- Police **£10,000**
- Health - **£49,405**
- Probation **£4,000**
- PCC - **£56,162**

(see also Appendix 2)

Partnership protocols and contributions are reviewed annually to ensure the plan is adequately resourced and that the arrangements that are in place continue to meet the changing need of Youth Justice locally and the Prevention agenda.

Staff Resources and Workforce Development

The Youth Offending Service workforce continues to be made up of and drawn from a variety of professionals and expertise within a range of disciplines in accordance with the Crime and Disorder Act 1998. The YOS conducts appraisals of all staff annually and also has a specific training plan for youth justice workers.

Case Managers are required to deliver a number of interventions and offer extended support to young people beyond the end of their orders where beneficial. The successful reduction in the number of convicted cases being supervised by officers has enabled the opportunity to focus on prevention and targeted work to reduce offending. The intervention team has been strengthened through the appointments of Interventions and Prevention Coordinators and TFI. These changes have been made in tandem with the changes in legislation for Out of Court Disposals. YOS is also 'backfilling' TFI secondment posts with dedicated family support workers within the interventions team.

The YOS continues to work with specialist services including Health, Substance Misuse (DELTA) Information Advice and Guidance (IAG), Post 16 support teams – including the PHASE Social Enterprise commissioned to provide accommodation and support to Care Leavers and Homeless young people – Education Psychology, the Children in Care Teams, CAMHS and Speech and Language Therapist (SLT).

The YOS has continued to increase its voluntary staff with a particular focus on the development of a pool of high quality volunteers and continues to benefit from joint training with partners in Educational Psychology on Mental Health First Aid (MHFA), with the LSCB on AIMS training and YJB on Restorative Justice (RJ). Volunteers are involved in delivering appropriate adult services, referral order panels and one to one mentoring.

The North Lincolnshire YOS now has all staff members trained in Restorative Justice and 4 staff members trained in delivering Restorative Justice approaches in complex cases. The majority of staff are now able to undertake AIMS assessments and deliver AIMS interventions/Good Lives models. The substance misuse nurse within the YOS utilises the Comprehensive Child Health Assessment Tool and implements this in particular with young people leaving custody.

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

Staff Composition of the Youth Offending Service:

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

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

- Grant funded youth justice liaison diversion worker (family support),
- Seconded education officer,
- Substance misuse worker,
- Dedicated health worker (Nurse) within the DELTA service

- Allocated CAMHS workers
- Seconded police officer
- Seconded probation officer
- Designated Social Worker
- Speech and language therapist

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

See also Staff Structure Chart below

The composition of the staff team is:

8 male workers
22 female workers
29 white British
1 Any other Black ethnic background

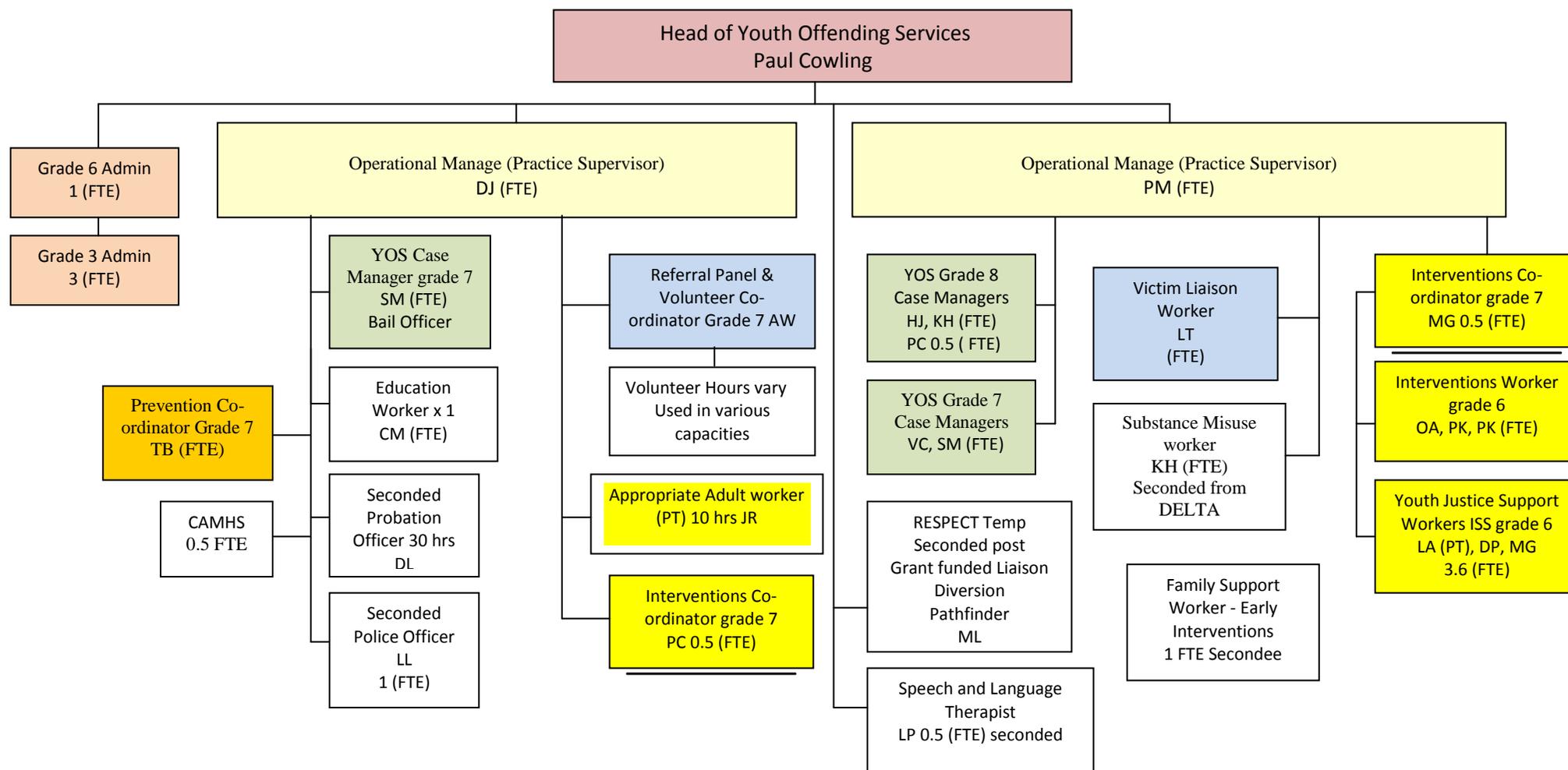
There are 20 volunteers working with the Youth Offending Service who made up of:

7 male workers
13 female workers

18 white British
1 white European
1 black African

Of these, the 10 volunteers who are part of the Restorative Panels are trained in the Restorative Justice approach.

North Lincolnshire Youth Offending Service Staff Structure Chart



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

6. Partnership arrangements

The Youth Offending Service is a partner of Humberside **MAPPA** which is attended by the YOS manager; works closely with probation and police to reduce offending via the **Integrated Offender Management (IOM)**.

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

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

Partnership Arrangements and Activities Include:

- Close liaison, support and training to ensure a positive relationship with the court. Training events between the YOS and the courts have improved relationships and the confidence of staff working with the courts.
- Provision of a dedicated court team and robust management of Pre-Sentencing Report (PSR) production
- Work with partners to identify alternatives to remand and more robust community bail packages
- A custody pathway that concentrates planning for young people at the point of entry to custody and provides immediate input on release re ETE, Health, Substance misuse, accommodation and family relationships
- Priority weekly meeting attended by partner agencies (including the Police, substance misuse services and YOS case managers), this identifies the individual cases, the disposal options, any barriers to these and any additional resources required.
- The YOS has built on the 2012/13 Liaison and Diversion programme (previously RESPECT) to incorporate this as a component on the menu of Out Of Court Disposals. Funding provided for Speech and Language and dedicated worker has been used to increase SLT across YOS and shift to a Family Support model with the dedicated worker.
- Close links with the **North Lincolnshire Fostering Service** to identify alternative placements that avoid remands to custody.
- Core membership and effective utilisation of the **Harmful Sexual Behaviour Panel** and processes have contributed to reducing young people being sentenced to custody.
- Continued partnership working approach to Integrated Offender Management (IOM)
- Improved engagement with Education, Employment and Training
- Improving the support and provision of suitable accommodation to increase successful achievement of orders in the community.
- Partnership working as part of the Families (TFI) initiative. Workers follow 'Think Family' working practices and have undertaken training in Motivational Interviewing, Trauma Triggered Behaviour, Attachment Theory, Pro-Social Modeling and whole family engagement to focus on the child and their families holistic needs. The YOS is working closely with the Police TTCG to ensure the early identification of young people, enabling the YOS to front load interventions with a focus on prevention – including the whole family.
- The YOS work with colleagues in the **Children in Care Team** to ensure that children in care who are at risk of offending are prioritised and preventative work is undertaken.
- The **DELTA** substance misuse service is an integral part of the YOS - the reduction of substance misuse was identified as a key component in the Custody Reduction

Study as acquisitive crime frequently correlated with the means to fund cannabis habits. It is also now a factor associated with the rise in Child Sexual Exploitation and the YOS has a focus on reducing substance misuse through:

- Extending existing substance misuse programmes for young people from the point of entry to custody
- The Health Services Comprehensive Health Assessment Tool implemented for young people in custody
- Recognising and assessing lower level mental health and learning disability issues in YOS cases
- Early identification and intervention with young people where teenage pregnancy and sexual health is an issue.
- The service ensures that parents are included in work and information is provided to ensure parents understand the issues relevant to substance misuse.
- The substance misuse panel has developed to ensure that its work fits with the key elements of effective practice. The panel reviews the work on reducing and managing the use of substances and oversees progress.

Transition to adults

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

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

Children in Care

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

The YOS Dedicated Social Worker is allocated from the Children in Care Team and takes a lead role in issues relating to children in care – and to date this has improved outcomes and continuity for young people involved with the YOS team.

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

Children in care who are placed out of area are still visited by the YOS social worker who retains oversight even if they remain out of area on a semi-permanent basis. Integrated plans – Interventions plans, care plans and pathway plans – are all reviewed jointly.

For children in care who are in custody – there is a joint planning pathway that commences pre-release and resettlement to implement supported and arrangements for community placements when on licence. Welfare visits take place monthly and additional visits where there are no family visits. These are completed separately to DTO visits. For 2013/14 the YOS is developing its custody pathway to plan from entry to custody and include an additional pre-release planning meeting.

All children in custody are allocated an interventions officer who will work alongside the allocated worker and ensure statutory requirements are adhered to and build a relationship with young people to support them when released from custody. All children in care in custody (including those who are remanded) are also visited by the Independent Children’s Advocate who reports back the young person’s views, wishes and feelings.

7. Risks to Future Delivery

Risk	Action to Mitigate Risk
<p><u>Potential Reductions in Funding</u></p> <p>Ongoing threat of further grant and core budget reductions in the next financial year.</p> <p>The PCC funding has continued, however, there is a risk that the expectations and allocation may alter and of the funding being reduced or withdrawn from the separate unitary YOS teams with the risk that the PCC across 4 unitary authorities risks loss of local agenda being considered in allocation of resources.</p>	<p>In anticipation of this, on-going review of structures and roles undertaken to ensure effective use of resources based on outcomes.</p> <p>Ongoing communications with PCC office to outline local factors and concerns and invite PCC to North Lincolnshire to showcase local developments and successes in order to secure vital resources from police authority for coming years</p>
<p><u>Changes to the Co-hort</u></p> <p>Changes to the overall caseload size and characteristics of its current cohort have seen a continued reduction. This has also meant that the age profile has changed to being primarily 15+</p> <p>There has also continued to be a small number of complex and serious cases and – with the overall reduction – this has become a greater percentage of the overall co-hort. This also links to increased vulnerabilities and risks of CSE</p>	<p>The YOS remains committed to its ongoing programme of reducing first time entrants and concentrating resources on more intensive provision for the cohort whose offending and lifestyles is more entrenched and complex and who have been in the system for some years.</p> <p>There will be further reviews of the team and roles to ensure that it continues to be responsive to need and works closely with partners and families including Social Work Services, family support and TFI.</p>
<p><u>Implementation of new Information System</u></p> <p>Change of database and information systems from YOIS to CareerVision</p>	<p>Managed via a project team and fully tested prior to implementation. CareerVision system procured following a tendering process and close liaison with the organisation in implementing the transfer of data.</p>
<p><u>Re-shaping of Humberside Police</u></p> <p>Humberside Police has been re-shaped and there are new arrangements for the delivery of Police services with centralisation of some core services and changes to roles and responsibilities.</p>	<p>Continued communication and liaison with the Police to ensure there is clarity regarding roles and any changes are understood.</p>
<p><u>Substance Use</u></p> <p>Recent local trends indicate increased consumption of Home grown Skunk (particularly strong type of cannabis) and internet sold Legal</p>	<p>Within the YOS there is a dedicated substance misuse service (DELTA). The service screens, assesses and works with young people where there are identified substance issues.</p>

<p>Highs (Novel Psychoactive Substances) becoming increasingly popular.</p> <p>Intelligence suggests an increase in MDMA (Ecstasy) and that this is more popular amongst the 17-25 age groups.</p>	<p>The YOS continues to target resources to address hidden harm, improve practitioner skills and competence in delivery of substance misuse interventions, and working to improve health assessments. This includes planning for young people to have substance misuse services and programmes sustained whilst in custody and on their release.</p>
<p><u>Remands and Pressures on LA Placement Budgets</u></p> <p>The YOS in North Lincolnshire has, in previous years, had a higher than average number of young people sentenced to and remanded into custody.</p>	<p>The number of young people who have been subject to Remand to Youth Detention Accommodation has reduced with 7 during 2014/15. There is a clear process for access to Remand and PACE beds when needed and joint work has taken place with colleagues in the Fostering Service and Referral Management to ensure there is immediate access to this when needed.</p>

Appendix 1: Partner contributions to the youth offending partnership pooled budget 2015/16

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Local authority*	Education/ETE officer Looked After Children QSW		£456,000	£456,000
Police Service	Seconded Police Officer		£10,000	£10,000
National Probation Service	Seconded Probation Officer		£4,000	£4,000
Health Service (CCG)	0.5 FTE Seconded CAMHS workers		£16,405	£16,405
NHS England			£33,000	£33,000
Police and crime commissioner**			£56,162	£56,162
YJB Good Practice Grant			£399,649	£399,649
Other***				
LA Substance Misuse CF020	£88,000			£88,000
Total				£1,063,216

* For multi-authority YOTs, the totality of local authority contributions should be described as one figure.

** Any money from the police and crime commissioner that has been routed through a local crime reduction partnership should be included here.

*** It should be noted that the 'Other' category is for additional funding that the YOT can use for any general youth justice activities. Accordingly, funding such as the YJB Grant for Restorative Justice or for Unpaid Work should not be included.

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

North Lincolnshire Youth Offending Service 2015/16 Deliver Plan including the YJB Good Practice Grant financial plan

Priority	Activity	YJB Grant Allocation		
		Staffing	Other	Total
Reducing the numbers of first time entrants to the justice system	<p>Work with young people and their families to prevent first time entry to the Youth Justice system and reduce re-offending.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> - Review and build capacity in the team to take an active role in the delivery of Family based models of prevention in liaison with the FaSST service. - Review and re-shape the interventions team to build capacity and develop the role of interventions workers - Increase the capacity within the YOS to deliver parenting work within the team consistent with FaSST models - Ensure all workers involved in direct work undertake training in consistent models of training including: <ul style="list-style-type: none"> o parenting interventions o adolescent needs + development o safeguarding - Build on and develop the assessment skills of staff within the YOS 	<p>5% Service Manager = £3,065</p> <p>50% Operational Manager = £26,928</p> <p>5% case Manager (G8) = £1,907</p> <p>55% Case Manager (G7) = £17,828</p> <p>1.75FTE Interventions Worker (G6) = £46,753</p> <p>5% Operational Support (G3) = £913</p>	<p>Training costs = £2,000</p> <p>Delivery of preventative work overheads = £1,500</p> <p>Activity Costs = £2,000</p>	£102,894
Reducing youth re-offending	<p>Deliver interventions with young people to reduce further offending including support in their education, training and employment and planned direct work utilising recognised models.</p> <p>ACTIONS</p>	<p>5% Service Manager = £3,065</p> <p>55% Operational Manager = £29,620</p>	<p>Delivery of interventions overheads = £2,500</p>	

	<ul style="list-style-type: none"> - Develop local services to reduce need to use statutory interventions - Ensure young people have easy access to specialist services - Continue to develop and build on the Positive Activity Programme - Further develop the positive activity brochure and calendar of the activities - Contribute to the pan-Humber reducing re-offending group - HSB - Further develop the capacity within the service to build on the existing model and continue to reduce harmful sexual behaviour amongst young people - Implement be-spoke training for different types of harmful sexual behaviour - Develop champions within the team - Contribute to wider HSB multi agency strategy <p>Ensure all staff and volunteers are trained and supported to provide effective services to prevent and reduce offending.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> - Develop YJILS monitoring framework utilising management reporting tools - Update IT equipment to ensure suitable, effective IT infrastructure that meets the service needs - Implement the revised ASSET Plus - <ul style="list-style-type: none"> o Relevant staff undertake train the trainer o Deliver training to all staff to ensure fully prepared for ASSET Plus <p>Deliver an Appropriate Adult service utilising a pool of trained</p>	<p>30% case Manager (G8) = £11,442</p> <p>2.5 x FTE Case Manager (G7) = £81,035</p> <p>1.8 x FTE Interventions Worker (G6) = £48,089</p> <p>35% Operational Support (G3) = £6,393</p>	<p>Activity Costs = £3,000</p> <p>Materials = £500</p>	<p>£185,644</p>
--	---	---	--	-----------------

	<p>volunteers to provide an effective and consistent service</p> <p>ACTIONS</p> <ul style="list-style-type: none"> - Recruit further pool of volunteers to deliver the AA service - Continue to train and support existing volunteers - Further develop the volunteer co-ordinator post <p>Ensure consistent training and development across the team in line with YJB priorities</p>			
Reducing the use of youth custody	<p>Support young people to prevent offending and reduce the likelihood of custodial sentences.</p> <p>Where young people are in custody provide support and work with the young person to reduce the likelihood of r-offending upon release including ensuring planned reintegration into the community, ensuring suitable accommodation and support into education, training and employment</p> <p>ACTIONS</p> <ul style="list-style-type: none"> - Continue to work with partners to reduce the use of Youth Detention accommodation - Continue to work closely with colleagues in Housing to ensure suitable accommodation is available when needed - Develop the use of structured line management discussions/decision making to focus on the prevention from and use of RYDA when appropriate - Review bail processes, policies and assessments to ensure the service offers robust alternatives to RYDA 	<p>5% Service Manager = £3,065</p> <p>10% Operational Manager = £5,386</p> <p>35% Case Manager (G7) = £11,345</p>	Overheads and activity Costs = £2,000	£19,796
Effective public protection	ACTIONS	5% Service Manager = £3,065	Activity Costs = £1,500	£79,664

	<ul style="list-style-type: none"> - Further develop models of early intervention in the community – reducing the need for ASBOs - Embed Restorative practice within the team - Work towards RJ quality mark - Integrate RJ training with wider service – including children’s home staff - Trained RJ workers to meet regularly and share practice 	<p>20% Operational Manager = £10,771</p> <p>2 x FTE Case Manager (G7) = £64,828</p>		
Effective safeguarding	<p>Ensure staff continue to be trained and have the skills within the YOS to ensure safeguarding is effectively considered in all cases managed</p> <ul style="list-style-type: none"> - Work within multi-agency framework to reduce the number of young people at risk of experiencing CSE <ul style="list-style-type: none"> o Ensure safeguarding is prioritised as part of case audits and QA processes o Continue to contribute to strategic planning re CSE o Take part in and contribute to MACE approaches and meetings o Ensure all staff continue to be trained and awareness raising is relevant to developments and approaches to CSE 	<p>5% Service Manager = £3,065</p> <p>10% Operational Manager = £5,386</p>	Training costs = £700	£8,951
	Total	£383,949	£15,700	£396,949

8. Approval and sign off

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

Dave Houchin

Signed.....

Superintendent David Houchin

Humberside Police

Chair of the North Lincolnshire Youth Offending Management Board