



Derbyshire
Youth Offending Service

Derbyshire
Youth Justice Plan
2021-2022

Youth Justice Plan 2021 - 2022

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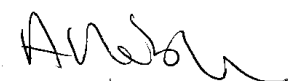
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Introduction, vision, and strategy

Foreword from the Chair of the YOS Management Board

As would be anticipated, the past year has presented challenges to the Youth Offending Service. It had to adapt quickly to the Covid 19 restrictions that were put in place nationally to ensure it could work with children and families in a more flexible, virtual and innovative way. As time has gone on, face to face visits have resumed with a 'blended approach' of physical and virtual meetings being taken to deliver services, based upon the needs and risks of individual children. It is likely that some form of restrictions will remain in place for the coming year, and the Service will continue to operate this flexible approach to ensure that services to children are delivered with the least disruption possible.

This plan sets out the strategic aims of the service and partnership to continue to drive positive outcomes for children and young people and their families against the backdrop of continued challenging times. This plan has been developed with, and agreed by, the partners to the YOS Management Board, who will keep progress against the objectives under review.



Alison Noble
Director – Early Help & Safeguarding (Children's Services)

Vision

Working with children, young people, and their families to understand their needs and the factors leading into offending. Helping children identify their strengths and aspirations and be supported to achieve positive outcomes and reduce their likelihood of offending. Ensuring victims are supported to and their voice is heard to increase their confidence in the Youth Justice System.

The details of this document and the action plan attached at section 8 detail the strategy to achieve this vision.

Values

- Child first
- Valuing diversity
- Reducing inequalities and ensuring all children have access to services and opportunities
- Child centred, individualised approach

Principles

- Working in partnership and collaboration with others
- Working with the child as an individual
- Voice of the child
- Voice of the victim
- Sustainability and working towards a long-term vision
- Trauma informed approaches and practices
- Workforce equipped to work with safeguarding, risk and offending behaviour of children and young people

1. Governance, leadership, and partnership arrangements

Governance arrangements

The Director for Early help & Safeguarding chairs the YOS management Board. The Police representative on the Board is the Vice Chair. The Board is composed of senior managers from Derbyshire County Council (DCC) Children's Services, Police, Probation, the Clinical Commissioning Group, Inclusion and Learning, Community Safety, Public Health, the Office of the Police and Crime Commissioner and the Youth Justice Board (YJB). A governance chart is attached at appendix 1. The Board meets on a quarterly basis. The Board has identified its own areas of development to better understand the YOS and the role the Board can play in challenging and providing direction. A development day will be convened in 2021 to support this.

The YOS Management Board will operate with the key principles of accountability, transparency, responsiveness, stability, equity, and inclusiveness. The Board members will hold each other to account when delivering against objectives. To support this the Board will agree an escalation structure over the coming year.

As well as these formal governance structures the YOS works with partners both strategically and operationally to reduce offending by children and young people and manage and reduce their vulnerabilities.

Strategic partnerships

As well as operating as a YOS management Board, appropriate links will be made between a range of governance boards as required, which will support and enhance partnership commitment to delivering outcomes. The YOS works with its key partners – police, probation, health, community safety and early years and safeguarding – to develop a strategic response to children and young people offending and addressing the causes of this.

Derbyshire Criminal Justice Board – the Head of Service represents the YOS on this Board.

Reducing Re-offending Board -reports to the Criminal Justice Board. The Head of Service represents the YOS on this Board.

Derby and Derbyshire Exploitation and Vulnerable Young People group (a subgroup of the Derby and Derbyshire Safeguarding Children's Board). The Head of Service links with this group.

Magistrates' Courts event – Themed presentations are held with magistrates twice a year. Over the past year these have included the involvement of the speech and language therapist to raise awareness of the work in the YOS to increase the understanding of the impact of hidden, speech, language and communication needs, the presentation of a young person experiencing such needs and strategies to respond to each young person. The clinical psychologist has engaged with magistrates to raise awareness of the trauma informed approach which includes seeking to equip practitioners in placing the child's offending behaviour in the context of their lived experience. The trauma informed response to this seeks to promote young people's desistance from offending and magistrates became aware of how this approach could be referred to in reports prepared for the courts.

Operational Delivery Partnerships

The YOS is a multi-agency partnership and is composed of staff from the Local Authority, Police, Probation and Health, as well as benefitting from some specialist short term funded posts (speech and language therapist and substance misuse workers funded by the Office of the Police and Crime Commissioner and psychologists and wellbeing workers funded by NHS Health and Justice). A structure chart is attached at appendix 2. The Crime and Disorder Act 1998 stipulates that partner agencies should contribute to the YOS, through direct funding or staffing. National Probation Service resources are determined by a national formula, based upon post court caseloads held within the YOS. This has seen the resource into the YOS reduce significantly over recent years. Police staffing levels have remained stable and consistent. Health provision in the North team (via a seconded CAMHS worker and general health nurse) have been stable for several years. However, the South team has not benefitted from a general health practitioner since 2011 or a seconded CAMHS worker since 2017. In addition, there are three different NHS Trusts in operation across the Derbyshire YOS footprint with differing models of mental health provision.

In addition to the work undertaken by the YOS multi-agency workers the YOS works with partners across a range of operational delivery partnerships:

Females in Contact with the Criminal Justice System – a subgroup of the Reducing Re-offending Board. YOS is represented on this panel by a Team Manager. The purpose of the group is to ensure females within the justice system are supported in relation to their needs as they tend to have high levels of welfare needs and are vulnerable to the actions of others.

Out of Court Disposal Panels – The service has a well-developed out of court disposal process, which ensures that young people who are being considered for an out of court disposal are considered by a multi-agency panel. Late 2020/early 2021 the service, along with partners, reviewed the Out of Court Disposal processes and

policy to ensure they were current and were in line with new inspection criteria. The new processes were launched 1st April 2021.

Children at risk of exploitation (CRE) – Where a young person working with the YOS is suspected to be at risk of exploitation YOS will attend and contribute to the Social Care locality panels where concerns are discussed and plans to manage the risk developed. If a child open to the YOS is not currently open to Social Care but there are concerns they are at risk of exploitation, the case manager will complete the Child at Risk of Exploitation toolkit and make a referral to Starting Point where appropriate. The Head of Service also attends the CRE panel.

Integrated Offender Management (IOM) Steering and Implementation Group – The service is represented by the YOS to ensure that Young People transitioning to Probation or whose intervention is to close shortly before their 18 birthday is alerted to the IOM lead.

Channel panel –The Prevent Strategy published by the Government in 2011 has the aim of reducing the threat to the UK from terrorism, by stopping people becoming terrorists or supporting terrorism. Within the Prevent Strategy the Channel programme is a key element in providing a local multi-agency response to support vulnerable young people from being drawn into terrorism. The YOS is an active member of the Derbyshire Channel panel and where appropriate provide the information required as part of the referral and assessment process.

Education, Training and Employment (ETE) – There is a Team Manager lead for ETE, who attends the Education Planning Meetings where all young people identified of missing from education are discussed and actions agreed. The meeting also discusses young people who are not receiving their full 25 hours and agencies agree actions needed to increase this. This meeting focuses on young people up to 16 who should be receiving statutory school provision. In relation to the young people who have left statutory education YOS works with the DCC Education and employment officers to source ETE opportunities. ETE will be a priority focus this year to develop links with all education departments.

Harmful Sexual Behaviour (HSB) panel – There is a Team Manager lead for HSB. Derbyshire have worked with the crown prosecution service and the police to enable the agreement of a regional protocol in response to rape and sexual offences. The protocol specifies the criteria that needs to be met and the responsibility of each agency to support the decision making about whether a young person is to be charged with criminal offences or diverted out of the criminal justice system. The quarterly multi-agency HSB panels have been operational in Derbyshire since August 2020. To date there has been commitment from the partner agencies to enable the implementation of this practice.

Multi-Agency Public Protection Arrangements (MAPPA) – There is a Team Manager lead for MAPPA. The Service is represented on YMAPP and the MAPPA Strategic Management Board. Cases are managed across all levels and categories and reviewed at an annual meeting to ensure cases have been managed within agreed policies and procedures. Meetings are held at various locations as follows:

- Level one meetings occur at the Area Offices.
- Level two meetings occur at County Hall Matlock.
- Level three meetings occur at Police Headquarters.

Derbyshire ASB Sub-Group – A Team Manager attends these meetings where partner agencies review current trends and provide general updates in relation to initiatives within Derbyshire. It is a multi-agency meeting.

Children and Young People Substance Misuse Steering Group – a Team Manager attends these meetings which promotes a working partnership of agencies and individuals across Derbyshire to deliver a reduction in the various harms caused by alcohol and substance misuse to individuals, families and communities.

Drug Availability Group Meetings - To provide a collaborative Derbyshire approach, the Substance Misuse Workers attends these meetings with the aim of gaining a focus on activity within Derbyshire through information from various agencies.

Performance and Quality Assurance

Performance is monitored via information management and data systems. The quality of service delivery is monitored via monthly quality assurance audits undertaken by YOS team managers and senior practitioners. In January 2021 the Service also underwent a Practice Learning Day, whereby senior managers and managers reviewed key lines of enquiry within the service to identify strengths and areas for development. The learning from these activities, along with learning from any serious incidents are shared with the YOS Management Board and the YOS staff group and areas for improvement are included in the YOS improvement plan.

Derbyshire Criminal Justice Board has an Out of Court Disposal Scrutiny Panel who review a selection of cases quarterly. The County Team manager will sit on this panel and provide reasoning for decisions on the cases selected by the Chair of the Panel. This is a multi-agency forum that meets on a quarterly basis and seeks to review a sample of out of court disposals to ensure that decisions are appropriate and defensible. The Panel includes representatives from Derbyshire Police, the Crown Prosecution Service, Probation, Remedi, Independent Advocacy Group and Magistrates. They are chaired by the Independent Advocacy Group.

In addition to the Out of Court Scrutiny Panel internal scrutiny is undertaken by the membership of the Youth Justice Panel quarterly to look at data reports around the following areas: -

- Engagement
- Re-offending
- Themes
- Successes

Young person feedback

The YOS seeks feedback from children, young people, and their families on a formal or informal basis, whether this be verbally, written (emails, letters) or through surveys (such as Viewpoint). Formal feedback in the form of praise or complaints can be sent via the Derbyshire County Council complaints and praise process.

Formal Feedback

The YOS utilises a survey called Viewpoint to gain regular feedback from children and young people regarding their experiences of their YOS intervention. This is collated and analysed on a quarterly and rolling 12-month basis by the management team. As part of the quality assurance activity and practice learning day event, young people and their families are contacted by the auditor to gain their views of the intervention and contact with the YOS.

Feedback to the YOS is positive with the latest 12 month rolling data showing that of those who responded 90.91 felt that the service quality was very good and the remaining 9.09% feeling it was good most of the time. When asked what could be improved, young people felt that there was little that could be improved

Informal Feedback

The views of children and young people are sought throughout their intervention with the YOS. Children and young peoples' views are captured as part of the assessment and action planning process and then regularly sought during the intervention. Where a young person is seeing the substance misuse worker, their views are captured at the start and then at the end to see what progress has been made. Likewise, where a child or young person is seeing the wellbeing worker, the Youth Star is completed at the beginning and end of their intervention to see what progress has been made in key aspects of their life.

2. Resources and services

The YOS will also be looking at improving service delivery or developing resources around the priority areas in section 5. Through this the service aims to improve its performance around reoffending and first-time entrants by ensuring interventions respond to the child's needs, vulnerabilities, and previous trauma. It will do this through the cooperation and integration of the different services and partnerships at its disposal and a further skilling up of the workforce in order to better respond to speech, language and communication needs, emotional and mental health or responses to previous trauma. This will build upon the trauma informed and speech, language, and communication needs training that the workforce has previously completed.

To ensure staff are fully equipped to work with children and young people, the YOS recently reviewed its induction, training, and development offer, identifying core and ongoing developmental training at for staff. This presents a robust workforce development offer for YOS workers, which the YOS will keep under review and continue to develop.

The YOS benefits from a Youth Justice Board Grant, Local Authority, and partnership funding. Appendix 3 shows the breakdown of partner agency contributions. Some of the YOS funding has been short term to provide initiatives which have been impactful and valuable in enabling case managers to work with the differing needs of children and young people. This funding has provided vital access to speech and language, wellbeing and psychology specialists which have enabled the YOS to continue its child centred approach working with the complex needs of young people in a trauma informed, language appropriate manner to improve outcomes for children and young people. However, the short-term nature of the funding presents a challenge in ensuring the sustainability of the work. The YOS partnership will seek to establish sustainable longer-term funding and stability for the service and will use resources and funding across the partnership in a strategic way.

There is a commitment from health partners to use NHS England (NHSE) investments and resources to best effect for the broader system. In 2021/22 NHSE monies are being utilised to expand the children and young people Mental Health, Learning Disability & Autism, (MH, LD&A) Eating Disorder and Complex Behaviour Crisis, Liaison and Brief Response as well as Intensive Home Treatment support to meet the needs of children and young people in mental health crisis. Further investments are being made to develop safe places and personalised 'wrap around' support for children and young people in mental health crisis.

Health investments will also improve Derbyshire's offer to children and young people at risk of admission to mental health or specialist hospitals ensuring these children and young people are prioritised for assessment and treatment. This would include children and young people waiting for an autism diagnostic assessment without a formal diagnosis of autism. There will be a strong focus on those at risk of crisis and / or self-harm.

The financial and resource contributions will maintain the current level of delivery as well as progressing the areas for development identified in section 5 to ensure that Derbyshire YOS delivers effective youth justice services:

Out of Court Disposals – ensuring children and young people are diverted appropriately out of the formal criminal justice system.

Post court interventions – working with children and young people as part of a court ordered intervention.

Junior Attendance Centre – Derbyshire YOS continues to run an Attendance Centre. One of the Team managers holds the position of Attendance Centre Officer and returns are completed monthly to the YJB.

Unpaid Work - Derbyshire YOS continues to utilise Unpaid Work Requirement as part of the Youth Rehabilitation Order (YRO). Derbyshire has developed projects throughout the County, these include local parks and nature reserves, riding stables, charity shops and community projects. To ensure engagement with the sessions, the project options are discussed with young people when they receive the un-paid work requirement. There is therefore the opportunity for them to work at different projects

to complete their hours if they so wish. We will continue to work partners and other organisations to source new projects to support.

Reparation - Derbyshire YOS continues to utilise reparation activity with young people. Derbyshire has developed projects throughout the County which include local parks and nature reserves, riding stables, charity shops and community projects. To ensure engagement with the sessions, the project options are discussed with young people and there is therefore the opportunity for them to work at different projects to complete their hours if they so wish. We will continue to work partners and other organisations to source new projects to support.

Victim work – The YOS have continued to work closely with providers of services to victims, including, CORE and Got Your Back commissioned by the Police and Crime Commissioner and SV2. The YOS service offer is in accordance with relevant legislation and guidance, including the Code of Practice for Victims and guidance issued by the Youth Justice Board. During 2021 the service has been working closely with seconded police colleagues to promote victim participation in the service offer. Looking to the future, data collection will be undertaken to measure the effectiveness of the initiative in addition to strengthening the victim feedback process so that further service improvements can be identified.

Substance Misuse - Derbyshire YOS employs two full-time Substance Misuse Workers as part of funding from the PCC. Young people have been identified through the assessment stage for both court and out of court disposals and referrals are made to the Substance Misuse Workers. A substantial further assessment is then undertaken to identify the type of intervention required, with a referral to the commissioned specialist Tier 3 substance misuse provider Change, Grow, Live (CGL) for the county if required.

Children in Care – The YOS have worked closely with Local Authority Children’s homes, CPS, and police for a number of years to prevent the unnecessary criminalisation of children in care, via the ‘10-point checklist’. This has resulted in low numbers of children in care coming into contact with the criminal justice system. During 2020 this was extended to private children’s homes within Derbyshire. The YOS are currently undertaking a piece of work to better understand the history of those children in care who have offended, to identify key opportunities to work with partners to reduce this number further.

3. Performance

The YOS key performance indicators are:

- First time entrants to the criminal justice system
- Reoffending
- Use of custody
- Children in Care who offend

Due to the Covid 19 restrictions national data around first time entrants (FTE) and re-offending has not been available. The most recent snapshot was September 2020

data, and this is attached at Appendix 4. Whilst YOS have run local data to monitor progress, this is not as reliable as national data, due to the lack of cross reference with Police National Computer data, particularly where a child has since turned 18 and is no longer open to the YOS. Given a large proportion of the young people receiving an intervention from the YOS are aged 17, should they offend post 18, the YOS would be unaware of this and cannot track a young person's offending post 18. An area of concern for YOS is maintaining low rates of first time entrants and addressing the stubborn re-offending rates. The YOS are tracking the offending information around young people who are in contact with the wellbeing worker and psychology projects and early indications are that the re-offending data looks promising – both in terms of frequency and seriousness of offending. The YOS will continue to monitor this data to identify any lessons and areas of good practice. Once Police National Computer data is available the partnership will establish a baseline and set measures to either sustain performance or reduce this even further.

The YOS have continued to maintain low rates of custody but has seen an increase during the last 12 months in children who have been remanded and then sentenced to lengthy custodial sentences due to knife crime offences. These children had no previous or very minimal YOS involvement prior to these very serious offences. Lengthy sentences are in line with national experience where young people are committing very serious offences. It remains rare in Derbyshire for short custodial sentences to be imposed. The YOS continues to receive positive feedback from the Courts and there is trust in the recommendations made by the YOS which helps keep use of custody low. As noted above, due to the concerns around knife crime and the impact of this on the young person, the victim and the wider community, the YOS are developing a knife crime programme, in conjunction with partners, which will be launched in June 2021.

The numbers of children in care who go on to offend remains low and remains lower than national averages. The YOS monitors this data on a monthly basis and will continue to keep this and the effectiveness of the *joint protocol for children in care who offend* under review

In December 2020 the YOS benchmarked reviewed its performance using the YJB disproportionality toolkit, which identifies whether children and young people from an ethnic or minority background are receiving disproportionate outcomes in comparison to white children and young people. No concerns around disproportionality were identified. The YOS will continue to monitor and report on over or under representation through the quarterly performance report presented to the Board to ensure there are no areas of concern.

4. Priorities

The priorities for the YOS relate to improving or maintaining current performance to ensure that children and young people are diverted from offending / re-offending and achieve good outcomes.

This year will see a further embedding of speech, language and communication and trauma informed practice into the work of the YOS. The YOS will look at greater

integration of the specialist functions into the work of the YOS. To achieve this ambition YOS will work with partners in the CCG to understand the impact to date of interventions, assess where there are gaps and where pathways need to be strengthened. Undertaking this full assessment will enable partners to be assured that plans to provide a comprehensive health provision across the Derbyshire footprint will be successful. As noted above short term funding and gaps in provision are a challenge for the YOS so the partnership will seek to achieve a sustainable provision in these areas.

These priorities will feed into the action plan (see below – section 8).

In line with national findings the YOS are concerned about the over representation of children presenting with Autistic Spectrum Diagnosis (ASD), Special Educational Needs and Disabilities (SEND) or other neuro-divergence within the criminal justice system. This has been a particular feature for children who have been remanded or sentenced to youth detention. YOS will engage with the NeuroDiversity Children & Young People's pathway project and the Learning Disability / Autism 3 year Roadmap. Both the ND pathway and LD/A 3 Roadmap seek to engage partners such as YOS to ensure mainstream services are accessible to people with autism, adjusting their interventions where required to meet the needs of people with autism.

Education Training and Employment – although the YOS is currently performing well in this area in comparison to national data, some of the traditional links from being physically co located with teams has eroded some of the good practice in this area. As a result, the YOS will strengthen links with ETE colleagues (such as Special Educational Needs and Disability, Children Missing Education).

Children at risk of exploitation and county lines – whilst there is positive partnership working underway to address concerns around children at risk of exploitation, this will remain a priority area, given the devastating impact exploitation has on children and its prevalence. The YOS are seeing an increase in the number of children at risk of county lines exploitation and will consider resources and best ways of working with children who are at risk.

Knife crime – the YOS has noted a number of young people referred for out of court disposals because of being in possession of knives on school premises. Knife crime has also driven the recent remands and custodial sentences. A large proportion of these young people have been previously unknown to the YOS. As a result, as well as developing an intervention to work with those receiving an intervention for possession of a knife, the YOS will engage with partnership activity around knife crime and serious youth violence.

Girls in the criminal justice system – As part of the Women in Justice Sub-Group, YOS are completing a scoping exercise to review whether the needs of young women are being met and whether a strategy and alternative resources are required.

Children's Social Care and YOS – a focus of the following year will be to ensure greater collaborative working between Social Care teams and the YOS to ensure that plans and intervention delivery complement and link with each other.

Volunteers – in common with the experiences shared by volunteers within the HMIP Covid thematic inspection, volunteers have found aspects of their role impacted by Covid 19. Feedback from a recent Practice Learning Day identified that volunteers, similar to national experience have struggled with fully engaging with young people and their families due to panels operating remotely. The YOS will ensure volunteers are supported as much as possible through refreshing the induction new volunteers undertake, as well as ensuring ongoing links and understanding of the YOS via volunteer engagement events and updated structure charts.

Healthy families – The YOS in common with national findings have seen an increase in child or adolescent to parent violence. The YOS will work with partners to develop a strategy of working with families where child to parent violence exists and will identify strategies and programmes to address this area of work, skilling up workforce for this. The YOS will embed systemic, whole family working to ensure that parents and siblings are appropriately signposted to address their needs.

Voice of the child – whilst YOS obtain feedback from children and young people in contact with the YOS at regular stages of their intervention, the YOS will seek to identify other ways to obtain feedback to help inform service delivery and development.

Mentoring – Mentoring can be a positive experience for young people by providing positive and supportive role models who sit outside of the statutory framework. The YOS will explore the availability and feasibility of mentoring programmes.

The plan set out at section 8 demonstrates the priorities and strategy for 2021/22 and how the YOS will utilise its resources and partnership working to maintain and improve performance and outcomes for children and young people.

5. Responding to the pandemic and recovery from Covid 19

At the start of the lockdown YOS buildings were closed and staff equipped with IT equipment and ways of working to enable them to work from home. During the initial phases of the lockdown the YOS ceased face to face visits except for children identified as being high risk or where there were high safety and wellbeing concerns. Sessions were delivered virtually with young people. As restrictions eased, the YOS moved to more of a 'blended' approach to work with young people with a mix of in person and virtual meetings to ensure all young people were seen face to face on a regular basis. Visits to young people in custody were undertaken virtually. Reparation placements were suspended and creative ways, drawing upon parent and carer support, were identified to enable young people to complete their reparation hours in the community in a safe but meaningful manner.

All YOS meetings – risk and safety panels, Referral Order panels, Out of Court disposal panels and other multi-agency meetings and case discussions have taken place virtually. This has brought some benefits such as improved attendance by partners due to their virtual nature. However, it also presents some challenges such as building rapport with young people for panel members and YOS workers.

Currently YOS continue to see children and young people via 'blended' means, with all assessments being conducted face to face. Visits to children in custody are undertaken in person where establishments allow this. YOS court officers attend court in person to allow the child's voice to be heard, and to address any vulnerability concerns should the child be remanded (especially when they have experienced this for the first time). Reparation continues to be offered but due to restrictions this continues to be via creative means utilising parents and carers to support. Meetings continue to operate virtually.

The YOS are currently experiencing no delays or backlog to the Out of Court Disposal or court processes.

Derbyshire County Council's intention is that there will be a blended approach to future working. During 2021, plans will become clear regarding the detail of the approach. Virtual working has had some drawbacks, such as not able to come together as team but has also provided many benefits, such as increased attendance at virtual meetings and staff feeling energised by different ways of working and not having to go back to office in between visits and meetings. The YOS will look at positive lessons learnt from Covid restrictions and will include them in any plans or ways of working going forward, such as staff having the confidence to continue to undertake 'walk and talk' interventions to better engage young people, creative reparation sessions utilising family support etc.

6. Challenges, risks, and issues

Whilst the YOS have been able to secure a continuation of funding for a further year for its specialist posts, this remains short term in nature. Short term funding and resourcing presents risks to ensuring continuation of provision, stability of posts and the ability to sustain continuity and impact.

The SALT service is a whole service approach, from staff training to working directly with young people. A speech and language therapist is able to support young people to learn new tools and strategies to use independently that help with prevention of reoffending. According to national research, between 60-90% of young people within the Youth Justice System have speech, language, and communication needs (SLCN), which can be identified as a causation of anti-social and criminal behaviour and also a factor against desistance.

Figures provided suggest that –

- If untreated 33% of children with SLCN will develop, mental illness and over 50% will become involved in criminal activity. (Centre for Social Justice)
- 90% of youth justice services surveyed confirmed that having SLCN makes it more difficult for the young person to engage effectively in the Criminal Justice System with the main reasons being difficulties in engaging in verbal interventions and lack of understanding the consequences of their offences. (The Communication Trust)

- 66-90% of young offenders have low language skills, with 46-67% of these being in the poor or very poor range. (Bryan et al 2007)
- At least 60 % of young people working with YOT's have SLCN. [Compared to 8% in general population of young people – (Royal College of Speech Language and Communication)].

The Psychologists focus is on:

- Coordinating and delivering a brief programme of training to develop YOS colleagues' understanding of factors such as trauma and attachment and their potential relationship with offending behaviours;
- Becoming part-time members of the YOS teams, offering formal consultation to YOS colleagues around specific cases and ways to approach their support package;
- As appropriate, either signpost the avenues for direct clinical contacts or consider offering such contacts themselves when identified as being required through consultation.

The YOS Wellbeing Project workers focus on;

- Building positive relationships with CYP and their families
- Enabling CYP to be involved in positive activities
- A clear focus on desistance for CYP

Both the wellbeing and psychology projects have been evaluated by Nottingham Trent University. Further one-year funding has been secured from the Office of the Police and Crime Commissioner and NHS Health and Justice, which will give partners the time to identify benefit realisation for these projects and plan for a stable offer for the long term. While every effort will be made to secure long term funding, if this is not possible, steps will be taken to embed the learning and knowledge that these posts bring into the mainstream work of the YOS.

Access to health provision (both mental and general health) is inconsistent across the Derbyshire YOS footprint. Whilst the North Youth Offending Team has benefitted from stable general health and CAMHS posts, the South Youth Offending Team have had no general health provision since 2011 and other than a short period of time, no CAMHS worker since 2017, meaning children and young people accessing the YOS provision in the South do not have access to the same provision as those in the North of the County. In addition, as a result of three NHS trusts operating across the Derbyshire footprint, there is no consistency in the mental health model that children and young people can access. The YOS Board will be seeking to resolve the issues of funding and access to health provision to make this a more sustainable model.

Children and young people with neuro divergence are over represented in the Criminal Justice System. The YOS has noted an increase in young people presenting with a diagnosis of autistic spectrum disorder or neuro development needs. It will be a strategic priority to review neuro-development needs of children and young people engaged with the YOS and partner agencies within Derbyshire to develop a partnership response to this.

In line with the findings of the HMIP thematic inspection, Derbyshire has seen increase in child to parent violence and serious violence, particularly as a result of the lockdown restrictions and additional pressure this placed upon families. A partnership approach to addressing these issues will be a priority.

As well as the increased pressures being placed upon families by Covid 19, there will be a lasting impact upon children and young people for many years to come. Children have lost valuable education time, and some will be facing increased anxieties and a decrease in their emotional, mental and/or physical wellbeing. Many have seen disruption to their peer and support networks. For some children this will have exposed them to pro criminal influences and exploitation. In addition, some children will have experienced a worsening of their families' financial or employment situation and may see a worsening of their future prospects. It will therefore be vital for the YOS to be working strategically with partners to ensure children and young people do not face an additional disadvantage that a criminal record would bring.

During 2020 there were three serious incidents resulting in Incident Review Reports. The learning and recommendations from these, along with the learning from the National Standard's self-assessment, monthly quality assurance events and a Practice Learning Day in January 2020 have fed into an improvement plan. The main themes are:

- Assessment timeliness (including following a significant event)
- Case drift and length of time pre court cases remain open
- Exit and contingency planning
- Assessment and analysis of the impact upon the victim and the subsequent planning to protect the victim.
- Effective management oversight

7. Service business and improvement plan

The YOS plan links to the wider Derbyshire County Council's and Children's Services departmental plans, as well as the strategic service plans that exist across the partnership.

YOS business and improvement plan

Area of focus/ what needs to improve	Action	Responsible person	By when	How do we know we have achieved it	Progress
<p><i>Maintain or further reduce first time entrants</i></p> <p><i>(Once PNC data is released, the baseline will be established, and targets set)</i></p>	Monitor local re-offending rates for young people on OOCs.	County Team Manager	Quarterly on an ongoing basis	FTE figures remain constant or further reduce	
	Identifying themes and characteristics of offending or young people during quarterly OOC review panel.	County Team Manager	Quarterly on an ongoing basis	Clear understanding of data around OOC, CIC offending and resources and activity to address this.	
	Monitor rates of CIC re-offending figures and identify actions to address if increasing.	County Team Manager	Monthly on ongoing basis		
	Work with partners to develop a strategy and resources to respond to child to parent violence	Head of Service Youth Offending and relevant partner leads	March 22	Child to parent violence strategy in place and resources available for case managers.	

Area of focus/ what needs to improve	Action	Responsible person	By when	How do we know we have achieved it	Progress
<p><i>Reduction in re-offending rates and severity (Once PNC data is released, the baseline will be established, and targets set)</i></p>	<p>Full and timely Asset assessment reviewed at significant events to inform accurate intervention planning.</p>	<p>Team Managers/ Senior practitioners</p>	<p>March 22</p>	<p>Reduction in reoffending. Dashboard data will evidence timeliness of assessments. Monthly audits to measure quality and adherence to policy around significant events.</p>	
	<p>Where children are in part time or out of education, training or employment action plans contain objectives to address this.</p>	<p>Team Managers/ Senior Practitioners</p>	<p>March 22</p>	<p>All actions plans where ETE is an issue will have an action. Audit to identify that interventions have addressed this.</p>	
	<p>All young people have clear contingency and exit plans.</p>	<p>Team managers / senior practitioners</p>	<p>March 22</p>	<p>Monthly audits to evidence this.</p>	

Area of focus/ what needs to improve	Action	Responsible person	By when	How do we know we have achieved it	Progress
Continued ...	Ensure interventions are timely and focused to reduce drift.	Team managers/ senior practitioners	March 22	Dashboard data will evidence timely case closures; audits will evidence timeliness and quality of interventions.	
<i>Reduction in re-offending rates and severity (Once PNC data is released, the baseline will be established, and targets set)</i>	Analysis of Wellbeing worker project and Enhanced Case Management project and data to identify lessons and develop action plan.	ECM/SALT steering group	Aug 21	Service understands themes and identifies learning and resources to address these	
	Review resources and data to ascertain whether needs are being met for girls in the youth justice system and is a strategy required.	County Team Manager and Senior Practitioner	Aug 21	Girls' needs are fully addressed. Strategy in place if required.	

Area of focus/ what needs to improve	Action	Responsible person	By when	How do we know we have achieved it	Progress
Continued ... <i>Reduction in re-offending rates and severity (Once PNC data is released, the baseline will be established, and targets set)</i>	Develop strategy and resources to respond to child to parent violence	Head of Service Youth Offending and relevant partner leads	March 22	Child to parent violence strategy in place and resources available for case managers	
	Case managers make regular use of SLCN therapist to identify and use strategies to improve SLCN.	ECM/SALT steering group	March 22	Data shows all case managers utilise the SAL therapist. Audits evidence strategies are used with children	
	Analyse cohorts of young people (children in care, custody etc.) to identify themes to offending.	Head of Service Youth Offending / Team Managers	Aug 21	Understanding of the themes facing specific cohorts and actions to address these.	
	Review current Police perspective programme to be delivered by seconded police officers.	County Team Manager/Seconded Police Officers	Dec 21	Police Perspective programme is launched and completed with young people.	
	Continue to use the Enhanced Case Management approach with young people with 5+ offences.	ECM steering group	March 22	All eligible young people receive an ECM approach. Audit shows approach is consistently used.	

Area of focus/ what needs to improve	Action	Responsible person	By when	How do we know we have achieved it	Progress
<i>Maintain the number of young people sentenced to custody at 0.06 per 1000 10-17 population</i>	Knife crime intervention programme to be developed and launched.	County Team Manager	June 21	Knife crime programme in use; data of number of young people undertaking programme; audit demonstrates it use	
	Analysis of custody cohort to ID to identify themes.	South Team Manager	June 21	Understanding of themes of the cohort and identification of actions to respond	
	Continue to use the Enhanced Case Management approach with young people with 5+ offences.	ECM steering group	March 22	All eligible young people receive an ECM approach. Audit shows approach is consistently used.	
	Work with the strategic partnership around serious youth violence, knife crime and criminal exploitation	Head of Service Youth Offending and partnership leads	March 22	Partnership approach to serious youth violence, knife crime and criminal exploitation.	

Area of focus/ what needs to improve	Action	Responsible person	By when	How do we know we have achieved it	Progress
<p><i>Number of children in care convicted of a substantive offence to remain lower than national average (currently 3%)</i></p>	<p>Ensure all private children's homes sign up to the joint protocol for children in care who offend.</p> <p>Continue to review effectiveness of protocol.</p> <p>Monitor rates of CIC re-offending figures and identify actions to address if increasing</p> <p>Identifying themes during quarterly review.</p>	<p>County Team Manager</p>	<p>March 22</p>	<p>Maintenance or reduction in numbers of CIC who offend.</p> <p>All care homes signed up and the protocol is being appropriately used</p>	
<p><i>Continue to monitor Black and Minority Ethnic (BAME) under/over representation and disproportionality to ensure that BAME young people are not disproportionately overrepresented</i></p>	<p>Monitor BAME representation within performance data to the Board.</p> <p>Use of disproportionality toolkit.</p>	<p>Head of Service Youth Offending</p>	<p>Quarterly until March 22</p>	<p>No evidence of children and young people from BAME backgrounds being disproportionately overrepresented</p>	

Area of focus/ what needs to improve	Action	Responsible person	By when	How do we know we have achieved it	Progress
<i>Ensure victim voice heard</i>	Victims will be contacted by seconded police officers to clarify consent for YOS contact.	North Team Manager/ seconded police officers	March 22	Data will reflect consent to contact victims	
	YOS will contact all victims who have consented to being contacted.	Team Managers / Senior Practitioners	March 22	Data will reflect the service requested and provided to the victim	
	The details of the service requested by the victim will be shared with the YOS case manager to inform assessment, planning and intervention;	North Team Manager	March 22	Case records will reflect consideration of the victim in assessment, planning and intervention. Monthly audits evidence victim is fully considered.	

Area of focus/ what needs to improve	Action	Responsible person	By when	How do we know we have achieved it	Progress
<p>Continued ...</p> <p><i>Ensure victim voice heard</i></p>	<p>Ensure assessments consider impact on victim and plans address risks to victim.</p> <p>Consider how to capture victim feedback and satisfaction</p>			<p>Develop victim feedback process and baseline established.</p>	
<p><i>Addressing the needs of children with an autistic spectrum disorder (ASD) diagnosis or other neurodevelopmental needs who offend</i></p>	<p>Analysis of YOS data to establish the number of children with ASD or neurodevelopmental needs</p>	<p>Head of Service Youth Offending</p>	<p>Sept 21</p>	<p>YOS able to report accurately on rates of children and young people with ASD or neurodevelopmental needs</p>	
	<p>Work with the partnership to develop a strategic response to children with ASD or neurodevelopmental needs.</p>	<p>Head of Service Youth Offending and partnership leads</p>		<p>Partnership strategy and response to children with ASD or neurodevelopmental needs who offend.</p>	

Area of focus/ what needs to improve	Action	Responsible person	By when	How do we know we have achieved it	Progress
<i>Effective management oversight</i>	Re-issue children's services supervision policy and expectations;	Head of Service Youth Offending	March 22	Managers understand expectations around supervision.	
	All cases to be reviewed monthly in supervision. Clear management entry at key points on the child's record.	Team Managers / senior practitioners Team Managers / senior practitioners		Monthly supervision takes place (monitored via regular audits and through the monthly quality assurance audits)	
	Development sessions with managers around effective management oversight	Head of Service Youth Offending		Development sessions held and shared understanding of effective management oversight.	
<i>Supporting and engaging volunteers</i>	New induction pack	Senior Practitioner – victim lead	June 21 and then as new volunteers trained	Events and newsletters take place.	
	Regular Volunteer networking and training event		April 21 and every 3 months	Feedback from volunteers is positive and they feel supported and included in the YOS	

Area of focus/ what needs to improve	Action	Responsible person	By when	How do we know we have achieved it	Progress
<p>Continued ...</p> <p><i>Supporting and engaging volunteers</i></p>	<p>Regular newsletters keeping volunteers up to date with service structure.</p> <p>Volunteer Steering group to include volunteers from North and South teams</p> <p>Annual one to one development meetings with Volunteer Coordinator/manager</p>		<p>April 21 and quarterly</p> <p>April 21 and then every 3 months</p> <p>Start April 21 and ongoing</p>		
<p><i>Workforce is trained against the workforce plan that has been developed to ensure staff are equipped to undertake their role and respond to the changing safeguarding, cultural, risk and offending needs of children.</i></p>	<p>Staff to undertake essential training.</p>	<p>Head of Service Youth Offending / Team Managers / Senior Practitioners</p>		<p>Staff have undertaken all compulsory training. Audits evidence that interventions are appropriate and case managers responsive to needs.</p>	

Area of focus/ what needs to improve	Action	Responsible person	By when	How do we know we have achieved it	Progress
Continued ...	<p>Review workforce development/ induction plan on regular basis.</p> <p>Utilise learning from analysis to inform training events.</p>				
<i>Young people have equal access to emotional, mental health & physical health advice and treatment across the YOS footprint.</i>	Develop the health model for children and young people in YOS. Consider outcomes / learning from wellbeing worker and psychology pilot evaluations; national best practice; the enhanced care model trailblazer and Derby City triage model.	Head of Service Youth Offending / Team Managers / Senior Commissioning Manager CYP Mental Health (DDCCG)	March 22	An efficient, fair, and effective health offer, which ensures all YP in YOS receive right service at the right time to address their health needs	

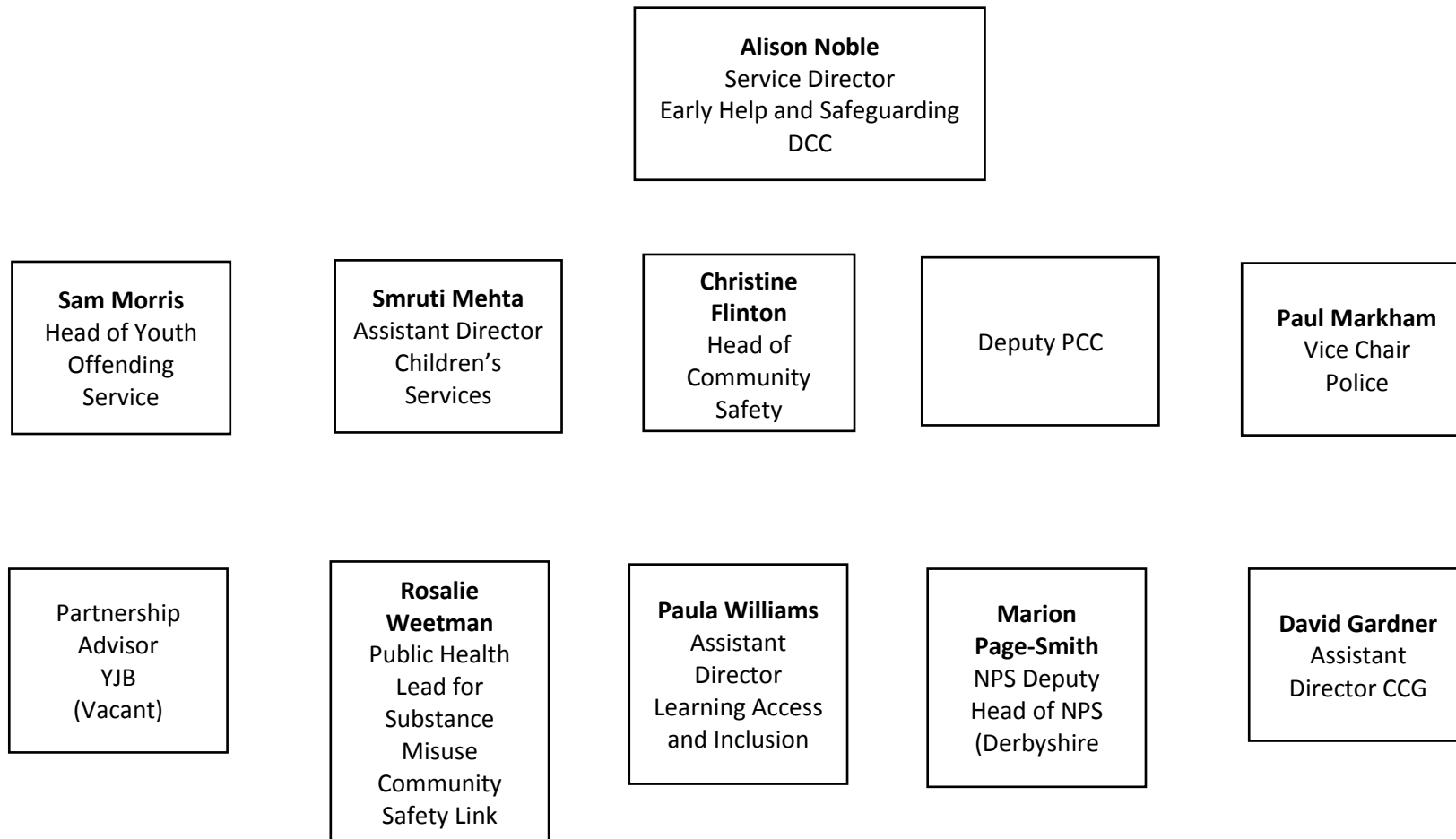
Area of focus/ what needs to improve	Action	Responsible person	By when	How do we know we have achieved it	Progress
<i>Improving ETE outcomes for young people out of provision.</i>	Improve links and collaboration with ETE colleagues	Head of Service Youth Offending / County Team Manager	Dec 22	Workforce understand which team to approach for ETE issues, Evidence that case managers are utilising these links to improve outcomes for children (as evidenced via monthly audits)	
<i>Ensure closer working between YOS and SW teams including improved recording, assessment, and planning</i>	HoS attending monthly OLT meetings.	Head of Service Youth Offending Service	Completed	Reflective case reviews	Completed
	YOS managers to attend Locality managers' meetings – bi-monthly.	Head of Service Youth Offending and Heads of Service Localities.	September 2021	Attendance and reflective case reviews.	

Area of focus/ what needs to improve	Action	Responsible person	By when	How do we know we have achieved it	Progress
Continued ...	Joint Managers Development session with a focus on joint working between service areas. Use of case examples - good examples.	Head of Service Youth Offending, Heads of Service localities and Principle Social Worker	November 2021	Attendance and reflective case reviews	
<i>Improve information sharing to ensure YOS assessments and reports are taken into account when placement decisions are made by social care.</i>	Joint Managers Development session with a focus on joint working between service areas. Use of case examples - good examples.	Head of Service Youth Offending, Heads of Service Localities and Principle Social Worker	November 21	Reflective Case Reviews	
<i>Voice of the Child</i>	Review ways of improving young person and family feedback and participation.	Head of Service Youth Offending / Team Managers / Senior Practitioners	March 22	Feedback from young people has increased and is helping shape service delivery. Children and young people involved in service delivery etc.	

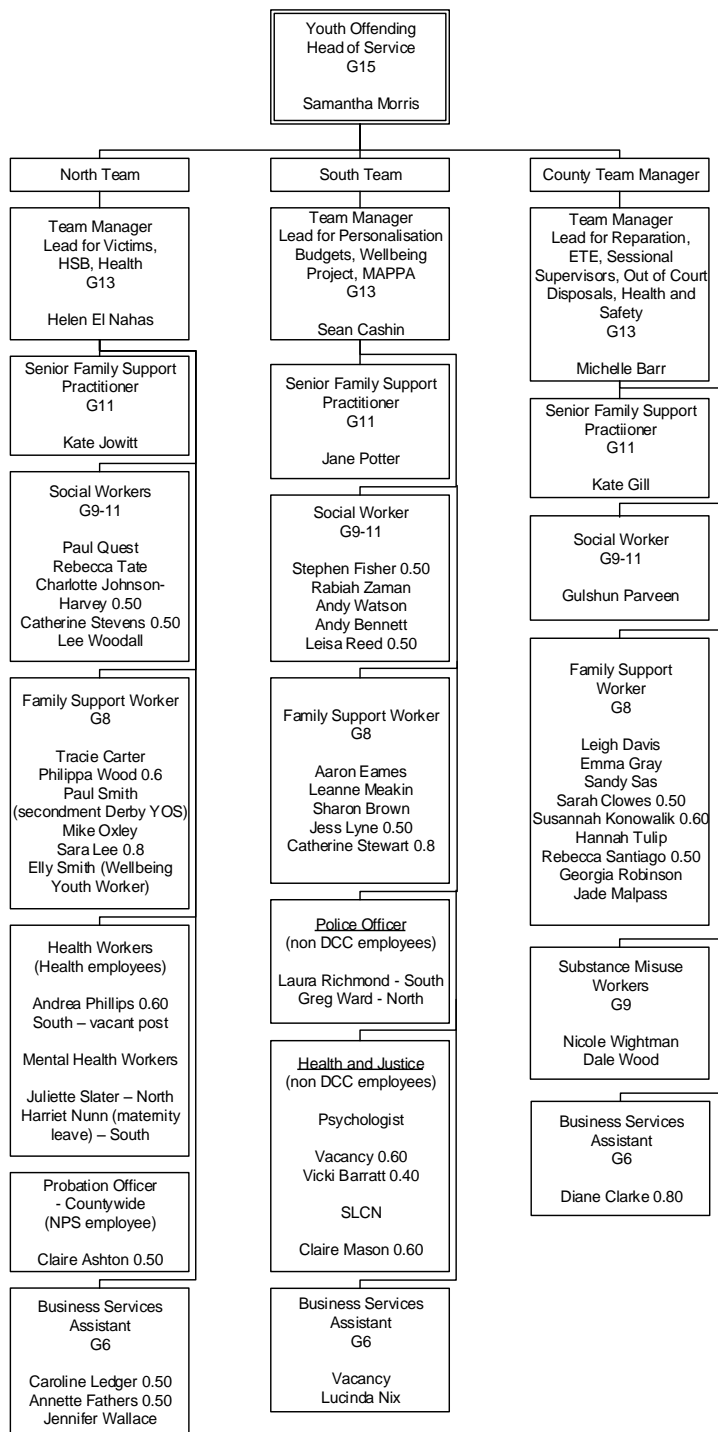
Area of focus/ what needs to improve	Action	Responsible person	By when	How do we know we have achieved it	Progress
<p><i>Healthy families Work with young people promotes a whole family way of working in line with Derbyshire County Council's 'Think Family' approach.</i></p>	<p>Work with partners to develop a strategy and resources to respond to child to parent violence.</p> <p>Ensure case managers working systemically and whole family to ensure parents/carers and siblings are signposted to appropriate services</p>	<p>Head of Service Youth Offending and partner leads</p> <p>Team Managers/ Senior Practitioners</p>		<p>Child to parent violence strategy in place and resources available for case managers.</p> <p>Whole family working evidence in case audits</p>	

Appendix 1

YOS Management Board Governance Structure



Appendix 2 YOS Structure Chart



Appendix 3

YOS Grant Funding / Contributions due in 21/22 Financial Year			
Cost Elements	Agency	Grant/Funding Details	£
210500 Govt Grant General	Youth Justice Board	Youth Justice Grant	761,642.00
210600 Non Govt Grants	Police & Crime Commissioner	PCC Community Safety Grant (inc Speech & Language Therapist)	133,418.00
222000 Contributions	National Probation Service	NPS Partnership Contribution	5,000.00
222000 Contributions	Police	Contribution	56,694.00
222480 Derby & Derbys CCG	Health	Contribution	5,000.00
Total main expected YOS Funding / Contributions on CSDG021 Youth Justice Board Cost Centre			961,754.00
Additional Funding			
Cost Elements	Agency	Grant/Funding Details	£
222480 Derby & Derbys CCG	Health & Justice	Contribution for YOS & 3 Wellbeing Workers	99,000.00
Total additional expected YOS Funding / Contributions on CSDG021 Youth Justice Board Cost Centre			99,000.00
Cost Elements	Agency	Grant/Funding Details	£
YOS Personalisation CYOT106 222480	Health	YOS Personalisation	11,989.12
Other YOS Funding			11,989.12
Total YOS Grant Funding / Contributions 21/22			1,072,743.12

Appendix 4

YOS performance information

Summary of latest published performance - April 2020 to December 2020 update (published 5 March 2021)						upper	upper middle	lower middle	lower		
Indicator	Latest Performance	Annual Trend	3 year Trend	Compared to National Average	Compared to YOT Comparator Group	National Avg (England Only)	YOT Comparator Group Avg	Statistical Neighbour Avg*	East Midlands	National Rank (England Only)	National Quartile (England Only)
Young People in YJS receiving a conviction in court who are sentenced to custody (rate per 1000 10-17 pop) (12 months ending December)	0.06 (2020)	↔	↓	Better than National Avg	Better than CG Avg	0.14	0.12	0.13	0.17	38 (of 137 YOTs)	Upper Middle
First time entrants to the Youth Justice System aged 10-17 (Rate per 100,000 10-17 pop; 12 months ending December)	171 (2019)	↑	↑	Better than National Avg	Worse than CG Avg	208	161	157	195	46 (of 137 YOTs)	Upper Middle
Proportion (%) of young offenders who re-offend (aged 10-17; 3 months ending December)	27.5 (2018)	↓	↓	Better than National Avg	Better than CG Avg	37.1	32.1	34.5	33.3	30 (of 137 YOTs)	Upper
Percentage of children in care subject to a conviction, final warning or reprimand during the year	1.1 (2020)	↓	↓	Better than National Avg	Better than SN Avg	3.0	n/a	2.86 (SN) (based on 7 out of 10 SNs)	3.0	13 (out of 96 LAs with data not suppressed)	Upper

N.b. As a result of the coronavirus restrictions access to PNC data has been restricted. The performance data relates to the most recent update of December 2020 (released in March 21)

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