



**Northamptonshire
Youth Offending Service**

Northamptonshire Youth Offending Service Plan 21-22

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Background and Context

Northamptonshire population estimate (2019) is 753-278- North Northamptonshire 348,228 and West Northamptonshire 405,050. Northamptonshire is projected to grow by almost 6% to 794,046 by 2026 - North Northamptonshire growth 7.21% to 371,937 and West Northamptonshire by 4.86% to 422,119. The county is a mixture of urban and rural communities with just over two thirds of the population living in urban areas and just under a third in rural areas. 30 % of the population live in the county town of Northampton. The map below shows the boundaries within the county for the district and borough councils with Northamptonshire.

Overall 14.7% of the county's population live in the top 20% most deprived areas in the country according to the 2019 Index of Multiple Deprivation. These deprived areas contain higher proportions of children than the county's non-deprived areas.

The population of Northamptonshire grew by 8.86% between the 2011 Census and 2019. Over the same period the number of under 0 to 2 year olds and 17 to 25 year olds decreased and the highest increase was 8 year olds with an almost 30% increase (higher than the national average increase of 22.84%). Overall these changes have resulted in 13,989 more pupils in the school system over the last six years.

At the time of the 2011 Census 14.3% of the Northamptonshire's population came from an ethnic background other than White British. Over recent years the county has experienced high levels of net long-term international migration per thousand population compared to other English and Metropolitan counties.

In April 2021 two new unitary local authorities were formed – West Northamptonshire and North Northamptonshire.

NCT provides early help and social care services on behalf of both councils

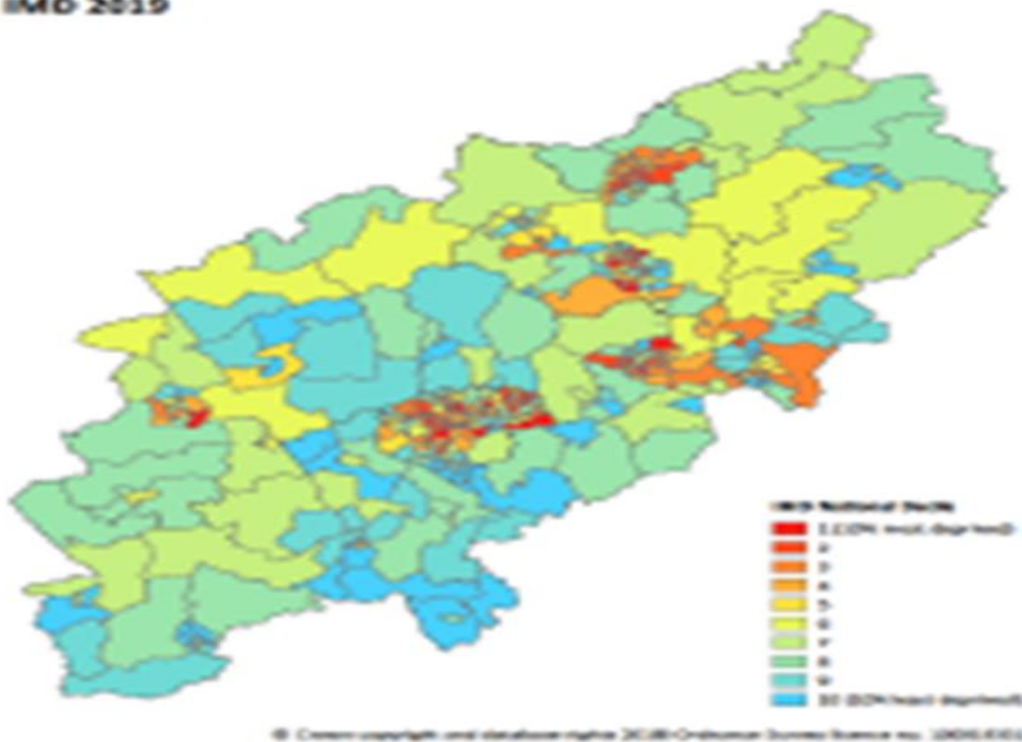


The county is middle ranking amongst the 152 county and Unitary authorities in terms deprivation, however there are pockets of high deprivation primarily in Corby, Northampton and Wellingborough. The map opposite shows the variation in levels of deprivation across the county. The colours show ranking from 1-10 from high to low levels of deprivation.

Many of Northamptonshire’s children and young people experience poor outcomes. 28,876 children and young people live in the top 20% most deprived areas. Just over 20,000 of children aged 0-15 year olds live in low income families, while 17,500 live in out of work benefit households and around 1,700 dependent children of all ages live in households affected by the benefit cap.

The Trust works with West and North Northants councils who provide education services including schools admissions, schools development and improvements, education inclusion and services for children and young people with Special Educational needs and disabilities (SEND). Across Northamptonshire there are

- Primary schools 267
- Secondary Schools 43
- Special Schools 15



Transfer to Children's Trust

The Youth Justice System was established by Section 37 of the Crime and Disorder Act (1998), in order to prevent offending and re-offending by children and young people aged 10 -17 years. The Crime and Disorder Act dictated that the Youth Justice System would be delivered and managed locally through Youth Offending Services (YOS), a multi-agency partnership with statutory representation from local authorities (specifically Social Care and Education), the Police, Probation and Health. Northamptonshire Youth Offending Service (NYOS) was therefore established as a statutory function of the Crime and Disorder Act

In 2020 the Youth Offending Service (YOS) Management Board considered the future of Northamptonshire in light of the plans for Children's Social Care to move to the alternative delivery model of a Children's Trust. A consultation process was implemented with key stakeholders in relation to the future service delivery model for youth offending in Northamptonshire, prompted by the twin developments of the unitary councils and the formation of the Children's Trust. The options were formally considered and discussed by partners at the Youth Offending Service Management Board. The shared focus that political leaders and strategic partners gave was to ensure the best possible outcomes for our young people and for our communities. The majority of elected leaders as well as those partners sitting on the statutory Youth Offending Service Management Board agreed that the Youth Offending Service will be best delivered through the Children's Trust. Also, that those with roles in providing statutory oversight, namely the Children's Commissioners and the Youth Justice Board, have supported this position and as a consequence the Youth Offending Service is now delivered through the Children's Trust.

The new model of delivery ensures that the Chief Executives of the Unitary Authorities still retain statutory responsibility for the delivery of Youth Justice Service within their geographical boundaries. NYOS boundaries are within those of the Northamptonshire Police area and Northamptonshire National Probation Service. NYOS Headquarters are based in the county town of Northampton. The operational offices of NYOS are based in Northampton and Kettering.

As a YOS we have started to plan for the North / West split and are producing data on our Young People. As indicated below there is almost a 50/50 split between North and West. Most young people living in the West reside in Northampton with a more equal distribution in the North between Kettering, Corby and Wellingborough. Producing such information will help plan our services in the future.



Review of 2020-21

In last year's plan I wrote about how no one foresaw the pandemic and what that has meant for many services. The COVID-19 pandemic has continued to provide challenges for all however it has also identified new ways of working, creative ways of engaging young people and it has been commendable to see how resilient our young people and staff have been in adapting to the changes to frontline delivery. Northamptonshire YOS are incredibly proud that we have maintained frontline work.

The Covid 19 pandemic has not diverted the YOS from developing the service and achieving a substantial amount over the year, if anything it has raised our profile positively, and introduced new practice which is innovative and hopefully here to stay. There has been progress made against the actions identified on the 2020/21 plan and these are summarised within Appendix A (Page 32).

Work we are proud of in 2020-21:

- **Alternative to Custody Panel**

The YOS Manager chairs a multi-agency group, reporting to the YOS Partnership Board, which works to ensure that as few young people as possible are detained in police custody and to limit the duration of youth custody detentions.

- **Northamptonshire QLIK. In Partnership with Northamptonshire Police we have introduced QLIK:**

What It is?

QLIK is a business intelligence tool that turns raw data in actionable data that can be manipulated to drill down to various chosen information. This gives instant live recalculation of data to answer different queries without re-entry of information. The tool breaks down data into areas such as location, ethnicity, age, gender, person flags, outcomes, offence types and many more that can be set up by the system user dependant on what is wanting to be looked at. This data is presented in graphical format that make seeing patterns and areas of concern much simpler and therefore must more reactive to develop actions to tackle these areas and so potentially improve overall performance. The tool allows data provided by multiple agencies to be combined into one source of information and then be merged. This data going in therefore potentially could be from the specialist areas e.g. social care, YOS, Police, Education, Accommodation so be provided by the best sources and allows this to be shared, with specific restrictions to certain data that can be set in place, for the benefit of improving performance.

The direct benefits of QLIK to the YOS will be: -

1. **Potential to Reduce FTE through YOS-Police data merging.** Looking at First Time Entrants to the YOS and combining this with the data the police hold on suspects in offences to ascertain how entrenched young people may be before they get and receive a substantive outcome that then would include them in the first time offender data. This would enable earlier potential referrals and an opportunity to change behaviours earlier in a young person's potential offending be that due to peer group influences, family communication breakdown, education support requirement or potential life changing event they may have experienced or any other factor that may be causing them to engage in offending behaviour. This earlier involvement potentially increases the probability of success in diverting them into positive behaviours and increases their likelihood of desisting from offending as well as keeping those young people and others safer due to this earlier involvement.
2. **Potential to Reduce Re-offending.** The combined data mentioned above will also fill in the gaps between substantive outcomes as we will also be able to see where Young People have been suspects in any activity in between these indicating the need for different interventions maybe or different methods of engagement to again increase the motivation for the young person to engage in pro-social behaviours. This may be due to behaviour patterns or peer group involvement we are not aware of outside of the actual offending resulting in outcomes. It will also highlight times and places where activity they have been a suspect in can be combined with these with where the offending has taken place to support more effective support to try to keep them out of areas or contacting specific individuals that may be triggers to offending which can then be potentially used in their outcome conditions making these more effective in achieving desistance from offending.
3. **Working Practice Improvement.** This achieves much stronger multiagency working and communication and due to this will support identification of areas of opportunity for all the agencies combined to improve their individual practice due to being able to visualise data combined that would otherwise not be achievable. For the YOS specifically we would get information on activity we would not otherwise be able to see in as much clarity in our co-working with the police example above.

Rose of Northamptonshire In January 2021 this culminated in the YOS winning the Rose of Northamptonshire Award for 'dedication and continued hard work to keep visiting young people who are vulnerable to offending, at risk of hidden harm and criminalisation during COV-19'. We are proud of this achievement awarded to us by the Lord-Lieutenant of Northamptonshire.

Other achievements over the past year

- The COVID-19 pandemic has provided challenges for all and it has been commendable to see how resilient our young people and staff have been in adapting to the changes to frontline delivery.
- Frontline work has been maintained, prioritised by levels of Risk and Safety/Wellbeing concerns. The YOS have been creative in the way in which appointments and interventions are delivered to ensure all statutory appointments are delivered.
- Reducing serious youth violence – knife crime initiative NYOS have successfully implemented a knife crime programme for all young people coming to our attention, with the aim of improving their understanding of the risk of knife possession to further safeguard and protect our young people.
- Knives end lives programme launched with the Northamptonshire Safeguarding Children Partnership as a major part of their inaugural conference.
- Engaging and aligning with Adolescent Services ensuring pathways seamless pathways are offered between YOS and Adolescent service to offering children and young people seamless access to support.
- Reducing the criminalisation of children and young people in care - action plan was created with 11 objectives focussed on improving relationships with between social care and NYOS, ensuring that NYOS staff are able to represent these young people effectively within the Court system, and the development of a Joint protocol on the Decriminalisation of Looked After Children. The protocol has been completed with the input and commitment of the CPS, Probation Service, Children’s Social Care, Local Authority Placement Team, Education, and Substance Misuse intervention providers, and Northamptonshire Police Service.
- Strong performance against national indicator: reducing the use of custody.
- Maintained the reduced numbers of First Time Entrants.
- Reduced the rate of reoffending below the national and regional comparators.
- Completed a Mock inspection based on the HMIP Inspection model.
- Worked with local services and agencies to ensure a robust strategic and operational approach to Child Exploitation, Missing Children, County Lines and Gang Offending.
- Collaborative working with Police to strengthen the Prevention and Diversion scheme and interrogate reoffending data.
- Work with local Children’s Homes and Children’s Services to reduce Children in Care criminalisation.
- Reviewed and implemented new audit tools.
- Maintained the professional development of staff through a comprehensive training and development programme.
- Refined and reviewed the NYOS Education service for young people both pre- and post-court.
- Maintained contact and delivered intervention work with young people throughout Covid pandemic.
- Dedicated support for staff who require support and challenge.

- Quality Assurance policy and protocol implemented.
- Pre-Sentence Report Quality assurance process implemented.
- created an at-court support and signposting services to young people and their families within Wellingborough Youth court.
- Created effective alternative ways of communicating young people through virtual means.
- Review and restructure presented and agreed to Senior management.
- Back to Basics campaign successful and now renamed the PAR report and use is extended.
- Northamptonshire YOS has maintained its Quality Mark for Restorative Services awarded by the RJC. Having consistently had a core group of staff trained to full RJ Conference level, a recent series of training events mean that 31 members of staff are now trained to this level from all areas of the organisation. Full RJ conferencing is the 'gold standard'.

Structure and Governance

NYOS Management Board

The previous Chief Executive of Northamptonshire Council nominated the Director for Children's Services as the Chair of the YOS Management Board to ensure the Unitary Authorities remain responsible and have oversight of the work of NYOS. NYOS has a number of strategic and operational links across the Trusts services as well as the Unitary Authorities Education, SEN and Adult Services. This is positive and has great impact in relation to individual children and young people, and in developing and maintaining practice arrangements.

This has proven helpful following the Youth Justice Board's clear statements they are pursuing a 'Children first, offender second' approach which is encouraging.

In addition to the Board members, the Chair of the Youth Bench in the county also attends the Board meetings. This brings added value from the perspective of the magistracy, which is of considerable benefit to the work of the Board and the practice of the YOS. The Board also benefits from attendance from the YJB, CRC and the Office of the Police and Crime Commissioner.

The Board meet on a quarterly basis and receive reports; service updates on performance and case studies relevant to the operation of the service.

The Board provides the 'respectful challenge' needed to ensure that youth offending services not only meets its statutory requirements but also improves the outcomes for young people who offend. In 2020 the Terms of Reference of the Board were reviewed and re-appointed the Director of Children's Services as the Chair and the OPCC representative on the Board was appointed as the Vice-Chair.

The format of the YOS Board agenda allows for staff members or a Service User to share good practice and support the Board in accessing a first-hand perspective of the journey of the Child within YOS. Northamptonshire has robust information and data systems which ensures that it meets the requirements set out by the Youth Justice Board (YJB). This ensures that all data recording and submissions pertinent to the YJB grant criteria are produced in a timely and compliant manner.

The Children's Trust was created with the aim of supporting Children's Social Care services to realise and sustain improvements. The aim is to improve the performance of services and deliver higher quality and innovative social care services to children, young people and their families within Northamptonshire, protecting them and improving their lives.

The YOS Head of Service reports to the Assistant Director for Early Help and Youth offending. NYOS has a number of strategic and operational links across the Children's Services Directorate both in relation to individual children and young people, and in developing and maintaining practice arrangements.

The members of the YOS Management Board represent the work of the NYOS to be integrated into strategic planning for:

- Safeguarding,
- Public Protection,
- Criminal Justice,
- Community Safety
- Health & Well-Being.
- Northamptonshire Criminal Justice Board,
- Community Safety Partnerships,
- MAPPA Strategic Management Board,
- PREVENT,
- Corporate Parenting Board.

Similarly, links exist operationally through representation from NYOS Managers enabling NYOS to integrate and coordinate its work with the work done by partners such as Children's Social Care Services, Special Educational Needs Services, other Criminal Justice agencies, and the Child and Adolescent Mental Health Services across Northamptonshire. The panels and meetings attended are:

- **Safeguarding and Public Protection**
 - Child Protection Conferences,
 - Multi-Agency Public Protection Arrangements (MAPPA) MARAC meetings, Local Community Safety Partnership operational meetings,
 - local complex needs panel meetings,
 - Early help and Troubled Families activities.
- **Child Exploitation and VAPP Panel**
 - Child Exploitation Tactical Groups within the Trust,
 - Local multi-agency information sharing arrangements to identify and protect children at risk of exploitation,

- In recent months the Assistant Director of Early Help and Youth Justice has introduced the Vulnerable Adolescent Panel in which the YOS manager is a standing Chair and a deputy to the running of the panel.
- **Reducing Re-Offending**
 - Northamptonshire Reducing Reoffending Strategy Group,
 - Community Safety Partnerships,
 - Risk Assessment Panels – management of YP identified as being at high risk of causing serious harm to others, or of experiencing significant harm themselves,
 - Harmful Sexual Behaviour - NYOS leads the work on Harmful sexual behaviour within the Trust with the support of the Police. The YOS and the Trust use recognised assessment and intervention approaches [AIM] for young people who commit harmful sexual behaviour.
- **Preventing Violent Extremism**
 - All relevant YOS staff have received training in raising awareness of ‘Prevent’,
 - NYOS attends the Northamptonshire Prevent Group to ensure that our work is aligned with local initiatives,
 - NYOS has sight and contributes to the local assessment of extremism risks,
 - NYOS police officers act as a link to local police processes for sharing intelligence in respect of possible violent extremism.
- **Restorative Justice and Support for Victims**
 - Restorative approaches underpin NYOS core values both in relation to our work with young people and the victims of their offences,
 - RJ approaches are embedded internally as a team and with all external colleagues we work alongside,
 - Referral Order Panels - completed via Zoom or Skype,
 - The RJ Team plan to continue to use this platform as an alternative to invite victims to panels, this may allow for a greater victim participation in this process,
 - All victims have a fully informed and effective opportunity to have their views heard and to receive an appropriate restorative intervention.

Resources & Value for Money

NYOS operates a Pooled Partnership budget. This sits within NCT financial structures, containing contributions from across the partnership. Nevertheless, NYOS has complied with the spending control measures implemented by the Unitary Authorities. As host agency, NCT makes an additional contribution to infrastructure that cannot readily be quantified here. The budget for 2021/22 gives a review of NYOS’ income contributions, performance expectations and progress against the budget below: -

YOS Budget Contributions	2020/21 Cash	2020/21 Cash & Kind	2021/22 Cash	2021/22 Cash & Kind
Office Police, Fire and Crime Commissioner	200,900	420,900	200,900	420,900
Early Intervention Youth Fund (via OPFCC)	288,705	288,705		
National Probation Service	10,000	40,332	31,974	34,154
NHS Northamptonshire		122,798		122,798
Local Authority	1,546,945	1,546,945	1,563,205	1,563,205
Youth Justice Board Good Practice Grant (including JAC Grant)	592,241	592,241	636,514	636,514
Other (LA Substance Misuse)	80,000	80,000	80,000	80,000
Total	2,718,791	3,091,921	2,512,593	2,857,571

The table above shows both financial and contributions in kind (e.g. officers).

2021/22 - Office of Police, Fire and Crime Commissioner continue to provide NYOS with four seconded police officers plus funding of £200,900.

2021/22 - one seconded Probation Officer, national arrangements resulted in the level of funding for management costs of £5,000 per secondee, cash & kind (officers). Extra funding via NYOS and Probation Transitions Protocol resulted in £26,974 for additional NYOS Transitions Case Manager.

2021/22 – Multi-disciplinary health team consisting of Speech and Language therapy, Mental Health Practitioner, Psychologist, Physical Health Nursing and Health Support, commissioned directly for NYOS, real contribution is £122,798 (in-kind).

2021/22 - Local Authority funding increased from £1,546,945 to £1,563,205, by £16,260. NYOS works across the county, with office bases in Northampton and Kettering. Work is also undertaken in Partners' premises, and via home visits, reflecting the rural nature of Northamptonshire.

2021/22 - Youth Justice Board (YJB) overall contribution will be the same as notified last year, **uplifted by 8.8%, Youth Justice grant allocation for 2021/22 is £636,514**. This one-off uplift is by exception and is not guaranteed for future years. The YJB has sought for this additional funding to support local authorities to address some of the pressures in the system as you move into recovery following the impact of COVID-19 and to support the delivery of our strategic plan. Latest position re: self-assessment of national standards, signed off by NYOS Management Board. Quarterly submissions of core data required to build a national picture of youth crime, pinch points and challenges.

YJB Funding

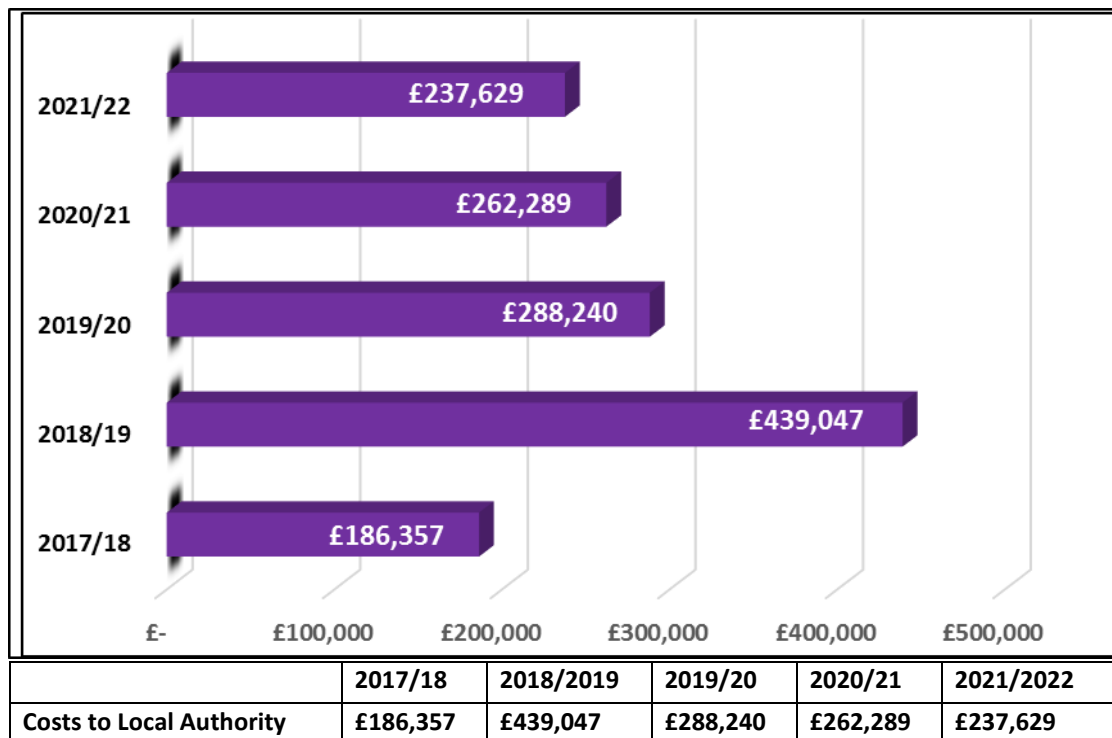
The YJB requires a breakdown providing details of how NYOS proposes to spend the grant for 2021/22. The chart below shows this indicative budget, but as NYOS operates with a pooled budget from a variety of sources it must be noted that it is purely indicative. The original legislation for YOTs had a principle that all agencies contribute to a pooled approach. This relates solely to the YJB Grant, including the Junior Attendance Centre, which is managed and accounted for separately via specialised activities, reducing re-offending programmes and staff salaries.

Priorities	Areas for action	Areas for spend	Indicative costs
1 All children and young people grow up in a safe environment	Reoffending - Custody - Remands –Accommodation – Violence – Child Sexual Exploitation	ISS	90,000
		Courts	76,000
		Information	30,000
		Management	5,000
2 All children and young people achieve their best in education, are ready for work and have skills for life	Education Training Employment (ETE) - Compliance/enforcement	ETE	35,000
3 All children and young people grow up healthy, and have improved life chances	First Time Entrants - Out of court –disposals – Community And Mental Health Services	Prevention	110,000
4 Improving outcomes for children and young people in care	Monitoring/reporting to effect changes	Children in Care Supervision Management	65,000
5 Victims	Restorative Justice - OPFCC Voice - Effective Practice - Police	Reparation	85,000
		Referral Orders	111,000
		& Victim work	
6 Junior Attendance Centre	Reduction in Reoffending & First Time Entrants & use of Custody.	Effective Public Protection & Safeguarding	30,000
Total			£637,000

Included in the overall budget is the additional funding secured from the Ministry of Justice by the OPFCC, which is being used to directly fund a significant extension of the Prevention and Diversion Scheme within NYOS.

NYOS actively supports the national Youth Justice Workforce Development Council. The Youth Justice Skills Matrix, developed by the Council in partnership with Skills for Justice, identifies core skills needed when working with young people who offend. NYOS has used this and undertaken a service wide skills audit of all staff. Training needs analysis has been completed, action plan developed and implemented in 2020 ensuring delivery against all core requirements. The current staffing structure of NYOS, along with the staff characteristics charts can be found in the appendices. Additionally, staff have benefitted from the high levels of training and developmental support provided by NYOS and a number have moved on to other organisations better able to meet financial aspirations.

The most significant financial pressure on the partnership over the past 12 months has been the costs associated with young people being remanded to Youth Detention Accommodation. Funding for this is devolved from the Youth Custody Service to the Local Authority and the formula is based upon previous years' usage data. Having had relatively low remand figures, these have risen, causing pressure on budget set for a lower demand. The budget for the current financial year has decreased by £24,660 to £237,629. NYOS is working with partners to put actions and processes in place to reduce the use of remands, due to potentially detrimental effect on incarcerated children and young people who do not receive a custodial sentence.



Corona Virus

For many of our Young People the COVID-19 pandemic has added further challenges and barriers to their future. It has been an on-going priority for the YOS and its partners to respond effectively, safely and learn as we go during these challenging times. We have maintained contact and relationships with our most vulnerable children throughout the various lockdowns. Our staff have risen to the challenge and worked hard and creatively to promote engagement and meet our statutory obligations. We have adapted quickly both as an organisation and as employees to remote working. In relation to staff mobilisation we quickly distributed tools to work safely from home for all workers. Implemented an emergency duty team for the office to ensure any emergency facilities are available to young people.

During the first lockdown, from the 23rd March 2020 the YOS has maintained face to face contact (utilising PPE when appropriate) with all high and very high risk Young People. We tracked progress on a weekly basis and averaged 40-50 visits per week, for those who were medium and low risk we maintained telephone / virtual contact, on average we were completing 80-100 phone calls per week. This information was circulated to all staff on a weekly basis and also to partners. This bolstered our 'New Ways of Working' and ensured we built momentum. Maintaining our in house ETE and substance misuse provision has been particularly important when schools were closed as constructive use of time has been a scarce commodity. We included COVID Risk assessment completions in our weekly performance report, this ensured visits to our young people were both safe and effective, as shown below we now have very few outstanding assessments.

COVID-19 Risk Assessment Completion Since Beginning of Tracking 13/04/20



In May 2020 we circulated our own document '*Engaging with Young People using phones and social media guidelines*' in order to assist staff and young people with engagement. At that time, we found that many Young People were complying with lockdown requirements, but staff were reporting back (as were young people) that sustained virtual engagement was difficult. It was proving particularly important that staff set the scene, have an appropriate place to work (at home) and plan their sessions, ice breakers were found to be an essential tool to engagement. We shared links with staff <https://www.naplic.org.uk/slcn/> on improving Speech and Language (S&L) awareness and put on be-spoke externally run training by an experienced S&L Therapist in November 2020. If we want our staff to be the best they can be we need to invest in their skills and knowledge.

As a leadership (SMT) and management team we have met virtually on a weekly basis since March 2020 to 'check in', plan the week and resolve any issues that arise. Working during COVID 19 has been challenging for all, but it has brought out the best in many of our staff. Overall, COVID 19 has not diverted the YOS from developing the service and achieving a substantial amount over the year. There has been progress made against many of our performance and quality indicators as discussed in this assessment.

Staffing

NYOS is now delivered through the Children's Trust since November 2020. NYOS is very much part of the Children's Trust and is fully integrated with its partners within Social care whilst maintaining links with schools and the North and West Unitary authorities.

NYOS has a number of strategic and operational links across the Children's Services Directorate both in relation to individual children and young people, and in developing and maintaining practice arrangements. Over the last year the Head of NYOS has undertaken a review of the current structure and strategic direction. There is a rationale for change in that the current structure has been developed as a response to legislative change, government initiatives over the last 20 years and the increasingly complex nature of the young people we work with. Whilst new posts have been introduced over the years, older posts from previous grants that are no longer in existence remain and are no longer fulfilling their original purpose. A proposal has been put forward for re-organising the current structure over the next 12 months however this is not a priority at present and we are planning in preparation for this over the next 6 months.

Current YOS staffing Breakdown

Contract Type	Strategic Manager		Operations Managers		Practitioners		Administrators		Sessional	Students	Total
	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time			
Permanent		4		7	4.88	28	0.81	5			49.69
Seconded Police						3					3
Seconded Probation											0
Seconded Health Mental Health						2					2
Seconded Health Physical Health											0
Seconded Health Speech & Language											0
Vacant				16		1		2			19
Total	0	4	0	23	4.88	34	0.81	7	0	0	73.69
Disabled (self classed)					1	1		1			

By Gender/Ethnicity											
Contract Type	Strategic Manager		Operations Managers		Practitioners		Administrators		Sessional	Students	Total
	Male	Female	Male	Female	Male	Female	Male	Female			
White	1	3	3	4	12	23		5			51
Asian					1	1		1			3
Black					3	4					7
Total	1	3	3	4	16	28	0	6	0	0	61

In 2021 a priority for the YOS is to enhance the offer of opportunities to Social workers through the Northamptonshire Social Work Academy. We have had 1 student that has successfully qualified as a Social Worker and completed placement in YOS. This staff member has asked to remain at YOS and we hope to be able to facilitate this.

Another area we hope to introduce in 2021/22 is our apprenticeship offer. The Senior Leadership team are currently considering how this could be managed safely and appropriately.

All staff have been trained in AssetPlus which is the assessment and planning interventions framework developed by the Youth Justice Board (YJB) providing a holistic end-to-end assessment and intervention plan, allowing one record to follow a child or young person throughout their time in the youth justice system. AssetPlus is fully embedded within the YOT and a recent training session was held to share more efficient ways to use the framework and tools available.

Northamptonshire YOS has a commitment to ensure that all staff have access to Continued Professional Development (CPD). All staff have regular and timely supervisions which forms part of the wider Trust employee performance and development process. This ensures that the wider aims of the Trust are linked through the Children's Service Plan and are integral to any individual plan. In 2020-21 staff attended a range of relevant training courses including:

- AIM 3
- Desistance
- Unconscious Bias
- Youth Justice Effective practice certificate
- Contextual Safeguarding
- Speech and Language
- Health assessment

Caseload and workload management is completed through Operations managers using a spreadsheet tracker with their teams' caseloads on. This gives up and coming dates for Assetplus completion, Risk, Safety and Wellbeing panels and a general oversight for use in monthly supervisions held with team members. This tool or tracker has been designed and developed over the last 2 years to support the Inspection and National Standards areas identified and areas for improvement in the mock inspections and audits carried out within the service.

The senior management team gets a breakdown of cases and workload monthly to ensure fair, equitable and manageable caseloads are maintained and this is discussed at their monthly meetings. The report contains overall cases allocated, by unitary area and by individual operations manager teams. It additionally shows the scaled approach levels of young people that case managers work with to give an overview of intensity of worker's caseloads.

Finally, it also provides information on secondary allocated workers as well as victim, health, accommodation and education worker allocations. This information is presented in a 12-page document with comparable previous month data included for direct tracking purposes with the last page being any key actions needed. It ensures we maintain suitable contact with all the young people we work with and workload does not affect the timeliness or quality of the interaction with them or accuracy and therefore credibility of our data. It also supports fair work allocation for staff. A sample front page of the most recent caseload report is below as well as a team split example for the same month with names removed.

Team Caseload Split

Run 7th April 2021

Run 17th May 2021

Based On 158 Open cases

Based On Open cases

Team	QTY of primary allocated YP
Court	28
North	63
West	66
OOC(victim working)	1
Grand Total	158

Team	QTY of Primary Allocated YP
Court	36
North	72
West	71
Other	4
Grand Total	183

- As you will see over the next slides the overall quantities of cases have increased and the average cases per worker has increased only slightly from 6.32 per worker to 6.54 as there are 2 extra workers compared to April and newer workers have increased their initial caseload. Secondary allocated cases have increased from 21 to 36 reflecting new workers supporting cases

- Intensive scaled approach has increased more than double 6 to 16 while enhanced has dropped 71 to 47 and standard has increased 29 to 35, potentially we have therefore had some YP who have increased risk and some that have lowered with an overall reduction in middle range scaled approach.

- In terms of Victim allocated workers there are still 64 allocated cases which is over double increase from last month.

- All unitary areas have increased in case quantity

- Secondary allocated cases have increased by 9 in the last month mainly due to new workers.

May 17th 2021

Team Breakdown

Team Manager	QTY of YP	NO of team members	Av. Per team member
West OOC	38	5	7.60
North OOC	32	6	5.33
North Post Court	40	5	8.00
West Post Court	33	3	11.00
Courts	36	5	7.20
Not Yet Allocated	1		
Other Support	3	1	3.00
Grand Total	183	25	7.32

WEST

NORTH

Team member name	case qty
	12
	11
	9
	1
Grand Total	33

West
Post
Court

Courts

Team member name	case qty
	10
	8
	8
	8
	2
Grand Total	36

North
Post
Court

Team member name	case qty
	11
	10
	9
	7
	3
Grand Total	40

Team member name	case qty
	11
	10
	8
	7
	2
Grand Total	38

West
OOC

Other Support

Team member name	case qty
	3
	1
Grand Total	4

North
OOC

Team member name	case qty
	11
	10
	7
	1
	1
	1
Grand Total	32

From Back to Basics to Future Planning (PAR)

Following a new Head of Service being appointed in September 2019 it was identified that intensive work was required to improve, timeliness, quality and management oversight of all cases. In response NYOS has promoted a 'Back to Basics' performance drive.

This programme of work is endeavouring to improve:

the timeliness of the completion of Young Person's assessment

the quality and accuracy of assessment of Risk through risk panel data

Management oversight of assessment, and risk

Intervention planning consistently sequential and appropriate

Referrals to agencies are complete

Contacts are recorded appropriately

Cases are closed as per policy.

Compulsory Gang and CSE screening are completed in timely manner

Covid risk assessments are completed and pre checks done prior to 1-1 visits

To support the improvement, we have introduced a National Standards and Asset+ tracker for operations managers to use in team monitoring, and to support supervision and performance management in a supportive manner with easy to access data. This is now in its third version for Post Court teams updated with feedback from managers and Out Of Court teams third version is being finalised currently.

The above process evolved to the point where weekly performance reports not only flag '*up and coming*' deadlines along with '*out of date*' work but resulted in performance improvements within the YOS getting down to **Zero Asset +, Summary Assets and risk panels outstanding and no missing gang and CSE screening with all COVID checks being completed correctly.**

In April 2021 the "Back To Basics" name and purpose was revisited as due to the successful achievement of consistently good results and on feedback from managers and teams as to what they felt they wanted from this data. This led to the "**Heads Up P.A.R**" report (Performance Accountability Report).

The Ethos and methodology behind this new report was as follows:

- More support for Managers to manage their own teams
- Split the report to support the new Unitary Trust structure
- Separate the up and coming work required from the potentially out of date
- Not send out to all just to Operations and Area managers to be cascaded by them
- Celebrate what has been completed within report intervals rather than what hasn't

This has been validated in our performance meeting (PDG) and received very favorably by all levels of management as being the best format and data yet allowing them privacy of data for their teams and for them to manage and cascade the data in their own style tailored for their team. Communication has also been sent out to all staff on the format change in relation to their valuable feedback.

Partnership Arrangements

Courts

The past year:

Despite the continued restrictions brought about by Covid and required social distancing, NYOS and HMCTS colleagues and the Judiciary have implemented a collaborative approach to ensure that arrangements continue to offer the best service to the young people in our community and victims of crime. The quarterly liaison meetings between senior magistrates and the YOS senior management team has resulted in strengthening relationships and supported open communication about practice. Utilising new practice and introducing new digitised processes and IT based resources, we have continued to ensure that we provide a clear and focused pathway to assist sentencing and delivery of court outcomes. During 2020, in partnership with Northamptonshire County Youth Bench, Chrysalis Foundation, HMCTS and Service Six, the partnership created “Youth Court Solutions”. YCS is a new and exciting project which aims to provide an at-court support and signposting services to young people and their families. Due to restrictions to maintain social distancing, this pilot project was unable to commence in January 2021 as planned.

Priority for 2021/2022:

In recognition of the delays brought about by covid we will be focusing in 2021 in ensuring the implementation of the “Youth Court Solutions” pilot. Operating with adapted practice from the public area in the courthouse at Wellingborough, the at-court services will signpost a wide range of services for children, young people and their families, including help to identify and access support services to address the issues which bring children and young people to court, whether as a child who offends, victim or witness. NYOS will provide this exciting new collaborative project with significant staffing resources to ensure this project is a success. Ensure PSR’s are creative in sentencing suggestions and address all options including the use of ISSP when appropriate

Using new practice brought about by Covid restriction adaptations, NYOS will be looking to reinvigorate the successful Northamptonshire model of Youth Rehabilitation Order reviews with the magistrates and young people to further demonstrate our practice and support

Health

The past year:

Much progress has been made in YOS with our Health partners following liaison with the National Health Foundation Trust. NHFT have created a YOS Health Team which will be part of the wider Children and Young People's Service which comprises of 0-19 Universal Children's Services, and a range of Specialist Services. The YOS Health Service element will be made up of a small Multi-disciplinary team consisting of Speech and Language therapy, Mental Health Practitioner, Psychologist, Physical Health Nursing and Health Support; the team will be led by a Service Manager who is supported by the Head of Specialist Children's Services. Within pre court NYOS continues to work in partnership with the Northamptonshire Healthcare NHS Foundation Trust Liaison and Diversion team. Liaison and Diversion workers are:

- Screening all young people arrested and held in Police custody
- Providing reports to the Court in relation to mental health and capacity when requested.

The CAMHS Health and Justice provision within the PaDs team has continued with the Health and Justice Practitioners:

- Supporting in triage and outcome decision making.
- Offer wellbeing assessments and intervention for those young people open to the PaDs team
- Providing consultation services to staff and young people
- Providing training and guidance to staff by Speech Language and Communication Specialists

Priority for 2021/22: Ensure new Health offer is fully embedded and offered to every child as part of all forms of intervention with YOS.

Community Safeguarding and Public Protection Incidents

The past year:

1. The YOS Management board oversee the work in this area, receiving reports and agreeing action plans. Reports are produced following a thorough audit of the case and interviews with individuals both inside and outside the YOS.
2. Since the 2020-2021 Youth Justice Plan was produced there have been 5 further CSPPIs completed, with the most recent 3 due to be presented at the YOS management board. All are related to Safeguarding. Discussion and actions have been agreed.

Priority for 2021/22:

The action plan in relation to our CSPPI incidents has been reviewed and presented along with the 3 most recent CSPPI reports to the Management Board.

National Probation Service

The past year: Over the recent months NYOS and The Probation Service have implemented changes to improve the effectiveness of the Seconded Probation Officer role. The seconded Probation Officers are primarily responsible within the YOS for managing transitions of those young people who are assessed as suitable for transition to Probation. During 2020 management oversight was required to both improve working relationships with staff and to subsequently develop an alternative recruitment process, existing systems had not been effective. NYOS and NPS have worked innovatively together and have now successfully recruited a qualified Probation member of staff who has significant experience of Youth Justice and Probation. This will enable Probation and NYOS to develop existing practice within the protocol and enhance the experience of young people transitioning between services.

Priority 2021/22: The new arrangements will improve case holding oversight, assessment and partnership working. This will enable better preparation for transition and a smoother journey for the young person. We will start to capture the views of Young People transitioning during 2021 via a new questionnaire. Consequently, both services can reflect on the feedback received and work pro-actively to address any areas of development.

Police

The past year:

The seconded Police Officers continue to play a vital role in NYOS; requiring them to work with young people at the entry point to YOS through CIRV (PaDs) and Out of Court Disposals, managing young people assessed as 'High Risk' of serious harm on Referral Orders, Youth Rehabilitation Orders, through to those who subject to Detention and Training Orders and longer custodial sentences. Additionally, each officer is actively involved in initiatives focussing on NYOS development, including:

- Lead and run a cycle maintenance and restoration programme, Cyclopps,
- AIM 3 (sexual harmful behaviour assessment and intervention) training
- Act as a link into CIRV in order to support this project ensuring that young people in our county are protected and empowered to change problematic behaviours to reduce first time entrants into the criminal justice system.
- Two Officers have been identified to take a lead role in Serious Organised Crime and Gangs.

Priorities for 21/22: Recruitment of seconded NYOS Officers has been an issue since December 2020; NYOS is currently staffed with 50% of the usual compliment of four officers. This has impacted on the development of the role, as such, Officers have focussed on core tasks.

However, recruitment is currently being addressed and it is hoped to be resolved soon. Therefore, priorities will be;

- Identify one Officer to lead in the promotion of neighbourhood and response Police Teams issuing Outcome 21 and 22 where appropriate.
- Identify one Officer to lead in supporting young people making the transition from YOS to Probation and Integrated Offender Management (IOM).

Volunteers

The past year:

Recruitment for Volunteers continued and in October 2020 a Virtual training event was delivered by the RJ Team. We had 14 volunteers present, which is the most the training has ever been delivered to, the Team were able to make some of the sessions interactive. All members of the RJ Team completed elements of the training and feedback was very positive.

'it is safe to say that I have joined an incredible team of people. The team who have supported and trained us is made up from some incredibly kind people who go out of their way to ensure that all of your questions and concerns are answered, and what makes it even better that one of them looks like Father Christmas – what more could you want during the 'virtual' build up to Christmas in December? The team are passionate about what they do, inclusive and welcoming to everyone no matter how long you have been a volunteer!'

On-going training has been delivered, via zoom, to all Volunteers on a number of subjects, volunteers have been included in the delivery of training, delivering training to their colleagues from their specialist area.

The Referral Order paperwork has recently been updated to reflect some ideas put forward by the Volunteers, this includes, date of missed appointments, ensuring contract mirrors the Intervention Plan within the ASSET+ and arranging extra time for planning prior to a panel meeting. In addition, the panellists are offered a de-brief at the end of the panel from the Panel Advisor.

Priorities for 2021/22:

Much of the focus of the team at the moment is on renewing the Investing in Volunteers (IiV) award for the fourth time. Changes the RJ Team have bought in this time, includes involving the Volunteers and NYOS Administrative team in IiV workshops to complete the Self-assessment. Having all parties involved will allow for open feedback and ideas from all on future development.

The RJ Team have recently contacted all Volunteers to explore who would be interested in becoming the NYOS Volunteer Representative. This will be an evolving role and will hopefully incorporate peer support and be the communication link and voice of the volunteers.

We are currently reviewing the Chair Training as we have identified 4 Volunteers who appear to be ready to take this next step. As well as Chair training, we will be looking at some existing chairs taking on a mentoring role to support their colleagues.

When we make the decision to complete panels face to face the RJ Team have planned to complete a refresher training event for all volunteers to support this change.

Children and Young People

The past year: Although the last 18 months has been difficult, NYOS continued to run the Young People's forum until February 2021, during this time the group have completed the End of Order Questionnaire document, this is now an important part of the closure process used within NYOS. The group has also explored interventions and opportunities to support BAME young people open to NYOS, alongside this work case manager developed their own BLM interventions.

International Youth Day 2020 consisted of sharing a spoken word piece of work the Young People at the forum completed with all NYOS. Due to staff changes the forum has not run the last few months, however, this is a priority for the future.

The Voice of the Young Person plan is in place and this covers feedback on young people's views on Serious Youth Violence, Youth Rehabilitation Reviews and the Exit from Custody form.

A pilot virtual JAC programme was delivered by NYOS, feedback from the Young people attending was that although it was ok it was often difficult to concentrate not being with the workers and, that they were unable to see some of the interventions as they were using their own phones.

The RJ Team have worked closely with VOICE over the last year and there is an agreement in place that any referrals for specialist therapeutic support for young victims will be allocated as a priority.

Priorities for 21/22:

YRO reviews continue, these are arranged on a monthly basis, as part of this young people attending are encouraged to complete a self-report, using a similar format as the Referral Order Young person's report.

A survey is currently in place, this was put together by the emerging practice group, to gather young people's views and understanding on Serious Youth Violence. The survey asks young people to feedback how it effects them, and their views of the professionals involved in addressing this. The outcomes will be fed into the creation of intervention available to those involved in or at risk of being involved in serious youth violence.

The RJ Team have identified and spoken to 2 young people, who have agreed to work alongside them to review the Young Person's victim leaflet. It is hoped that this will be completed over the next few months.

The RJ Team plan to put on a training event for panellists with young people. The session will involve young people who have recently finished their Referral Order and are happy to discuss their experience of attending panels and being on a Referral Order in 2021.

Children and Young People continued

In the next few months the YOS will be introducing "Mind of My Own" in partnership with Social Care Children in Care Team. This app records the "Voice of the child" the application allows Young People to log their feelings and thoughts in real time not when meetings happen. This will give us valuable feedback during as well as post working with Young People. The app is in a young person format with emoji style pictorial indicators. It supports speech and language difficulties for young people (through picture and speech.) This app will provide the YOS with invaluable information on patterns of feelings or behaviours at varying times and places that we may not get information about in scheduled appointments.

Recent YP feedback:

He Asked all the right questions and I understand

I knew she never judged me

It was Calm and didn't feel like a lesson

They never give up on me

Restorative Justice

The past year: We piloted a scheme to enable the victims voice to be heard prior to an outcome decision for Out of Court Disposals and although this was really successful, due to staff moves, this trial has been put on hold.

With the continued use of zoom, access has been made easier for victims to attend panels and has enabled panellists to hear and understand, first-hand how a victim has been affected.

The use of specialist NYOS services has increased over the past month, allowing for the RJ Workers to offer the victim more internal support.

Focus on reviewing some of the existing paperwork has taken place this year with the Victim Feedback Report having been updated, it is hoped that this is a better document for Case Managers to view and will lead to automatic updates from the case manager to the victim worker. In addition, the RJ Team needed to increase the feedback received when closing the victims case and the Evaluation Form has been reviewed and is now more user friendly. We now send these evaluation forms out with a S.A.E. once we have gained verbal consent from the victim to do so.

Priorities 2021/22: We are currently involved in a recruitment drive for new members of staff to join the RJ Team and when all positions are filled, training will be a priority for the team over the next few months.

The RJ Team have recently started to review the Volunteer Panel Members Handbook, to reflect the changes in young people we currently work with and link in with the new Training materials offered at the Initial Training Event. A focus of this document will be to highlight how Restorative Approaches can be used to reduce offending behaviours and restore damaged relationships. This document will also be used as evidence in our application to renew the Investing in Volunteers Review.

As the world is starting to unlock, more focus will take place on developing a variety of different venues for reparation to support young people's desistance. This will support young people in gaining experience in areas they may want to consider as a future career.

Prevention and Diversion

The past year:

The Prevention and Diversion scheme, (PaDs), is managed by NYOS, in partnership with Northamptonshire Police. Over the past year PaDs has received approximately 369 referrals from the Police or diverted from Court, related to a crime and consideration of an Out of Court disposal. The prevention team is now funded as part of the main YOS budget and no longer is a project.

We have continued to work with our Police partners in strengthening and embedding our extended prevention offer. Since the inception of this work we have offered an additional 229 young people access to intervention and support to prevent offending or manage risks of criminal exploitation and knife crime. We have continued to have high rates of engagement through this voluntary route and have received positive feedback from young people and families about the support offered.

We are continually reviewing our assessments and processes to ensure we are able to be responsive to the needs of the young people, offering a careful balance of intervening but not labelling, which is key in the preventative work we do.

Priorities for 21/22: Taking into consideration the importance of early intervention and what works, NYOS have reviewed our current offer and the next steps we will take to ensure we are delivering a quality service to all. The following are our priorities for the coming year:

- NYOS will offer preventative services to children aged 10 and over, identified as being involved in, or significantly likely to be involved in criminal activities
- NYOS will ensure that all preventative and diversionary support and intervention is mindful and responsive to the risks of criminal and sexual exploitation
- NYOS will consciously use Restorative Practices in its preventative work.
- NYOS will work effectively in partnership with others to provide young people with access to support to promote positive futures

To ensure we reach our priorities we as a team will ensure:

- Regular and relevant training will be provided to all staff to ensure they have the knowledge and awareness to effectively support the young people and families we work with.
- Reviews of assessments and processes - what is working well and what needs to be changed or adapted to achieve continued effective service delivery
- Strengthen our early help partnerships
- Continue to explore ways in which we can reach young people in need of our support at the right time
- Continue to develop our health offer
- Strengthen our engagement with victims and delivery of restorative practices
- Develop performance indicators to measure impact and success

Performance against KPIs

The YOS monitors national and local Key Performance Indicators (KPI's) to ensure the Service is making a positive impact. The KPI's are as follows:

- Re-offending rates
- First Time Entrants into the youth justice system
- Custody rates for young people
- Engagement in Education, Training or Employment
- Access to suitable accommodation for young people

NYOS continues to make good progress with many of the indicators and will continue to mitigate risks and promote continuous improvement within the service.

On a local level we track specific metrics including Asset+ timeliness, completion of risk panels and more recently COVID 19 risk assessments for home visits. All measure provides useful information about the timeliness of assessments and the quality of our risk management. All this information is shared across the YOS on weekly basis as we aim to drive performance improvement through our '**Back To Basics**' approach.

Re-offending Rates

In terms of overall re-offending, NYOS performs well. The most recently published 12-month reoffending data from the Police National Computer (PNC) for April 17 – March 2018 sets Northamptonshire's binary performance (percentage of young people who go on to reoffend) at 31.7%. This compares favourably with the national average (38.2%) and East-Midlands average (36.9%) - See table on next page.

NYOS continues to drive down re-offending by working closely with partners: Police, North and West Unitary Authorities , National Probation Service, and local providers to exchange information, reduce risk, monitor outcomes and develop creative interventions to reduce reoffending. This work includes young people both within and on the edge of the criminal justice system. Our work with Out Of Court Disposals through the PADS (Prevention and Diversion Scheme) is an expanding part of our business and ensures we work with Young People at an early stage preventing further re-offending. We also invest in our Employment and Education team ensuring Young People receive adequate provision and support with their future aspirations.

Furthermore, NYOS is closely involved with the Community Initiative to Reduce Violence (CIRV), a Police-led project designed to reduce gang and other serious violence by offering an alternative pathway through mentoring, support, job opportunities and other change programmes. It is such initiatives that will ensure NYOS continues to drive positive change and prevent re-offending in the future.

Latest YJB Re-offending Cohort (Apr 2017 – March 2018)

April 2017 - March 2018 Reoffending						
YOT	Number in the cohort	Number of reoffenders	Number of reoffences	Reoffences per reoffender	Reoffences per offender	% Reoffending
Northamptonshire	265	84	258	3.07	0.97	31.7%
Family Average	321.4	116.6	458.6	3.93	1.43	36.3%
Regional	2,064	761	3,066	4.03	1.49	36.9%
England	26,992	10,315	41,851	4.06	1.55	38.2%

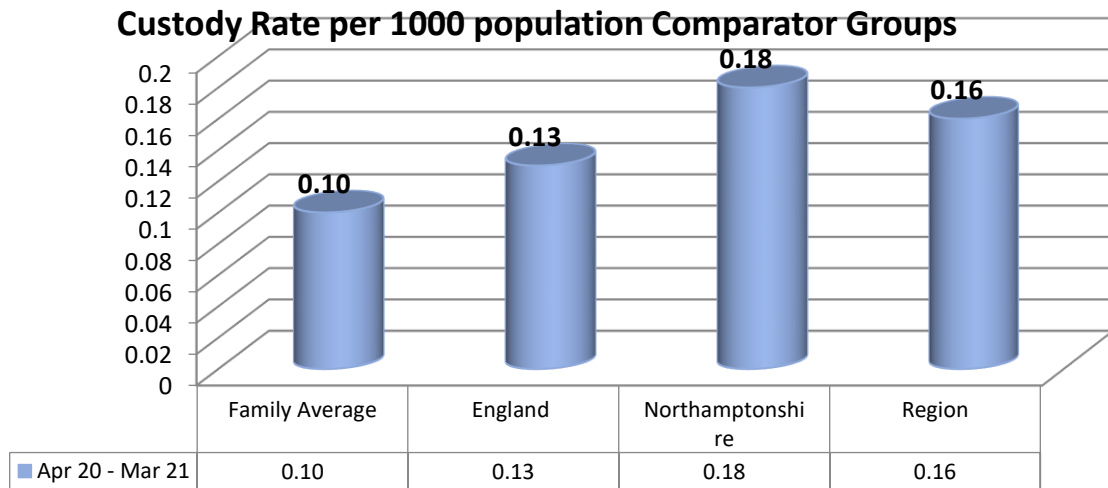
First Time Entrants

Due to Covid 19 there have been no updates of the FTE using the data from PNC, however, the local report indicates for the period 1st April 2020 – 31st March 2021 the number of first time entrants as 144, this is head count and not rate per 100,000 as is normally reported by MoJ. There is no comparable data for this information.

Young People who receive a conviction in Court who are sentenced to custody

Custody

For the period 2020/21 there were a total of 13 custodial sentenced in the period. Six of these were sentenced at Northampton Crown Court for the most serious offences, with just 4 being sentenced at Northamptonshire Youth Court. Five of the 13 custodial sentences link to 2 siblings over a period of 4 months. The other 3 custodial sentences were from out of county courts.



Northamptonshire are showing an increase on custody rate per 1000 population against England, Regional and Family Average. Nearly 50% of the custody cases for the period were sentenced at the Crown Court due to the seriousness of the offences.

Engagement in Employment Training and Education (ETE) for Young People who offend

This KPI measures the proportion of young people on relevant youth justice disposals who are actively engaged in suitable education, training and employment (ETE) when the disposal closes. Active engagement is defined as 25 or more hours for young people of school age and 16 or more hours for those above statutory school age. The local target is 80%.

During Quarters 1 and 4 of 2020/21, schools were closed for the majority of students due to Covid19. For quarter 2, when a young person finished an order during a period the school is shut (school holidays) the counting rules, require for the last day of school to be the counted measurement, as above, this means that any young person who had an order close between the end of July and throughout August, would have their ETE counted as per Covid requirements.

In 20/21 36.1% continued with ETE and included those young people still working and elected home school pupils.

50% could not access full provision due to the closures.

We have also made the assumption, that had there been no Covid19, schools and colleges would have been open and those young people would have been in provision, which would have provided a figure of 86.1% engaged with ETE at the end of their order, this is an increase on last year of 4%.

ETE 2020/21	School Age	Above School Age	Total
In ETE (25+/16+ hours)	31.7%	41.8%	36.1%
Unable due to Covid	66.7%	27.7%	50.0%
No Covid assumption	97.9%	70.9%	86.1%

With the closure of schools, colleges and other providers Covid has had a significant impact on learning for our young people. Not all have had access to reliable technology and have not adapted well to this way of learning. For a few who find social interaction in a group setting difficult it has been positive and it has enabled them to re-engage in provision on line.

As the YOS ETE team this has also been difficult. Our work relies on building and maintaining relationships with young people in order to support them to move forward. Trying to achieve this online has presented challenges for ourselves and the Northampton College tutors who work with us as most of our young people respond best to face to face individual contact.

We are an accredited centre for ASDAN awards. Evidence for the awards are provided by case managers from interventions undertaken with young people and moderated by the ETE team. We noted a reduction of work being presented for moderation through April 2020 – March 2021. Now that restrictions are lifting we should see numbers increasing again.

In relation to partnership working we now have in place a Service Level Agreement with Northampton College. The YOS and Northampton College have recently developed a City and Guilds Employability qualification which is offered alongside other accredited awards in Literacy and Math. More vocational subjects are also offered such as driving theory tests, CSCS (building industry H&S) and CV preparation.

We work in partnership with Prospects to engage our NEET Post 16 young people. We have also recently submitted a bid to work with the Skill Mill, an organisation that provides employment opportunities for young people age 16-18, if our bid is successful.

The ETE Blueprint has been developed since the summer of 2020 and is operational within the YOS. We are seeing better co-ordination of ETE work across the YOS and improved recording.

ETE interventions are now scaled around need and follow a Signs of Safety format. The information provided to case managers is aligned to the Asset and feeds into the whole YOS intervention plan. This ensures we have integrated practice and the young person is clear on what that they need to achieve. Data is available to the ETE Team on a weekly basis which allows us to monitor our work against agreed performance indicators. During 2021 we have developed an ETE dashboard and are going live with this during the summer of 2021.

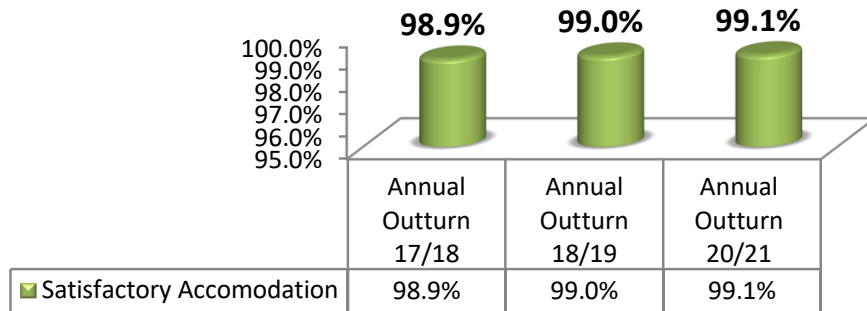
Priority areas for development over the next 6 months are as follows:

- Increase and improve ASDAN accreditations following the lifting of Covid restrictions.
- Review Information Sharing agreements with all local colleges.
- Develop closer working with Specialist Training and Employment brokers.

Accommodation

Percentage of young people at the end of YOS Orders who are in satisfactory accommodation. The YOS has consistently performed above target on this indicator.

Accommodation Outcomes



Risks to future Delivery in 2021/22

There are a number of risks to future delivery, including:

Ongoing Covid-19 pandemic presents an obvious health risk plus a disruption to a normal level of service.

Changing patterns in frequency of particular offences reflecting national trends in violent offending, child exploitation and harmful sexual behaviour.

Future budget settlements (including changes in national funding arrangements) will have a significant impact on the ability to provide the range of services and intervention required in Northamptonshire and will have an impact on performance.

Disparity in service delivery due to the introduction of two Unitary authorities that may have separate priorities.

Appendix A

Youth Justice Work Plan 2021-2022

Performance Priorities for 2021/22

It is evident that there have been significant improvements with performance over the past 8 months in the YOS. Many of these improvements have been quantitative in nature and whilst such measures remain important a focus on qualitative indicators in the future is also required. Consequently, more attention will be given to 3 areas:

Action	Benefit/Impact	Timescale	Owner
<p>Enhance and embed Quality assurance processes</p> <p>Develop QA policy document for staff</p>	<p>To promote effective performance improvement and quality management – Produce policy To promote effective performance improvement and quality management</p>	June	Performance Team
<p>Support the development of information sharing for young people at risk contextual safeguarding</p> <p>Devise one screening tool to ensure all contextual safe guarding is covered</p> <p>Identify Contextual safeguarding staffing team</p>	<p>Understanding our gang and CSE profile to better respond to need.</p> <p>Reduction in contextual safeguarding</p> <p>Create specialist internal knowledge and advice for all staff in YOS</p>	Sept 21	Gaye Arnold
<p>Enhance and ensure ETE blue print becomes an operational document</p> <ul style="list-style-type: none"> •the level of support provided by a programme matches a person’s risk of reoffending •the content of the programme covers the areas a person needs to address to stop further offending. For example, being impulsive or having poor relationship skills 	<p>Improve and increase the ETE interventions and outcomes - including ASDAN qualification (Award Scheme Development and Accreditation Network). The YOS is an accredited provider of ASDAN</p> <p>Young person receives correct level of support to reduce NEET</p>	Jun 21	Education Team

<ul style="list-style-type: none"> the approach is adapted to respond to people's individual circumstances, abilities and strengths. For example, there are programmes specifically for people with learning disabilities <p>Education worker to parallel plan with Speech and language therapist [when recruited] for young people with SEN requirement's</p> <p>Roll out skill mill to those YP most at risk of reoffending if successful with bid</p>	<p>Resource adapted to meet the needs of the child Improve Child/young person employability</p> <p>Create employable jobs and apprentices for YP</p> <p>Create a Health offer with a clear team that young people accessing</p>	July 2021	Claire O'Keeffe
Identify and embed health contribution			

Priorities for sustaining practice for 2021/22

Action	Benefit/Impact	Timescale	Owner
<p>Define agency roles and responsibilities with respect to young offenders and their families; especially in relation to Early Help and Adolescent service</p> <ul style="list-style-type: none"> Increase clarity as to the role and function of partner agencies in the youth justice arena, Attend VAP Multi-agency invite to ROSH meetings 	<p>Improve responses in earlier intervention and prevention of offending as a wider partnership</p> <p>improve shared understanding of the requirements of Section 17 1998 CDA to 'do all that is reasonable to prevent crime'.</p> <p>Prevent duplication and encourage co-production and clarity of roles with a family.</p> <p>Family have clarity of service provision and outcomes/ intervention</p>	July 2021	<p>Adolescent Team [Liz Fowler]</p> <p>Performance Team</p> <p>Mark Johnstone</p>
Applying trauma-informed approaches to a broader	Understand and mitigate the impact of Adverse Childhood Experiences	November 21	Leanne Tomlinson

<p>range of services, e.g. education, housing, policing.</p> <ul style="list-style-type: none"> • Programmes that address health-harming behaviours associated with adverse experiences. • Increasing 'trauma awareness' in YOS workforce <p>Identify trauma training for YOS staff</p>	<p>(ACEs) in the YOT cohort and operate a trauma informed approach</p> <p>As per the finding of the YJB research that the YOT management board and YOT design, guide and deliver services that take proper account of the impact of trauma in young people's lives</p>		
<p>Increase understanding of YP cohort on FTE and reoffending.</p> <p>In partnership with the police use like to monitor and measure performance in relation to young people cohort data and then profile them in terms of prior history, who goes on to reoffend etc, what characteristics they have, what are the biggest predictors</p> <p>If Successful with Skill Mill bid target most prolific YP to the skill mill project</p> <p>Support staff to be creative and 'think out of the box' in Risk panels to ensure intervention meets the yps needs</p>	<p>Reduce reoffending by maximising support for vulnerable and complex young people in the statutory cohort.</p> <p>Through team meetings and Alternative to Custody Panels.</p>	Dec 2021	Police [Sean Scannell] YOS Performance Team Performance Team in the NCT
<p>Head of Service reports on YOS YP to Corporate Parenting Board yearly</p> <p>Weekly meeting in respect of children in care with strategic managers and Head of YOS</p> <p>Update Analysis of disproportionality of children in care, or experience of care, in the Northamptonshire</p>	<p>Prevent the over criminalisation of children in care and support their life chances</p> <p>look at more preventative services/interventions and how well we are working with other agencies to best meet the needs of these young people and their families</p>	Feb 22	Leanne Tomlinson

Youth Offending Service (NYOS) offending population			
<p>Ensure contextual safeguarding toolkit is disseminated to the YOS</p> <p>All staff attend contextual safeguarding training</p> <p>Introduction and implementation of VAP Panel YOS HOS co-Chair and managed VAP coordinator</p>	<p>Ensure the YOT is a key player shaping contextual safeguarding in Northamptonshire</p>	Oct 21	Gaye Arnold
<p>Disproportionality- February 2018 the YOS put a proposal forward to the Management Board to look at areas of possible disproportionality, with a focus on gender, ethnicity and children in care.</p> <p>Reports have been over a 2 year this period looking at these areas in greater detail, identifying areas of disproportionality and where this becomes more pronounced.</p> <p>An action plan has now been put together. In some areas the actions require a multi-agency approach and commitment, others are a single agency responsibility. The YOS Management Board needs to confirm owners and timescales for these actions.</p>	<p>Monitoring disproportionality and responding to any over-representation strategically and operationally</p> <p>Further explanatory investigation was also undertaken to understand what was being presented, and recommendations made as to how to address the issues identified in the data</p>	July 21	Leanne Tomlinson Claire O’Keeffe Performance Team
<p>Monitoring and implementing improvements identified by audit and inspection.</p>	<p>Addressing any areas for development identified in the National Standards Audit/Mock Inspection</p> <p>Fewer children committing offences.</p> <p>Proportionality results in fewer children entering the formal system,</p>	Throughout the year	Performance team SMT

	<p>Re-offending reduces. Use of RJ increases. Co-production of community based offer, with full access to resources, Significant development of preventative service. Robust leadership. Clear, accurate assessments and intervention plans. Appropriate support for children transitioning to adult services.</p>		
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Priorities for improving practice 2021/22

Action	Benefit/Impact	Timescale	Owner
Increase resources for, and the effectiveness of, support to NEET young people to get back into education, employment or training	To be able to implement Blue Print.	Nov 21	Education Team
<p>Embed and be participants in the creation of the serious violence partnership</p> <p>Two YOS Police Officers have been identified to take a lead role in areas such as, Serious Organised Crime and Gangs</p>	<p>Respond to the significant issues of serious youth violence, offences involving weapons and other emerging priorities. Reduce violent crime and tackle the emerging concerns in relation to gang related offending. Police intelligence in relation to youth violence has assisted in identifying emerging issues at an earlier stage, allowing NYOS to respond without unnecessarily criminalising additional children and young people. This work is being undertaken alongside the Police CIRV (Community Initiative Reducing Violence) project to reduce violent crime and tackle the emerging concerns in relation to gang related offending. Police intelligence in relation to youth violence has assisted in identifying emerging issues at an earlier stage, allowing NYOS to respond</p>		<p>Claire O’Keeffe</p> <p>Police</p>

	without unnecessarily criminalising additional children and young people.		
Mainstream Prevention and Diversion and create a bigger offer in Northamptonshire	Following a successful bid by OPFCC to the Home Office under the Early Intervention Youth Fund in 2018, NYOS significantly extended the work of PaDs. This work is now being mainstreamed and financed through the mainstream YOS budget alongside the Police CIRV (Community Initiative Reducing Violence). The reduce violent crime and tackle the emerging concerns in relation to gang related offending. Police intelligence in relation to youth violence has assisted in identifying emerging issues at an earlier stage, allowing NYOS to respond without unnecessarily criminalising additional children and young people. This work is being undertaken alongside the Police CIRV (Community Initiative Reducing Violence) project to reduce violent crime and tackle the emerging concerns in relation to gang related offending. Police intelligence in relation to youth violence has assisted in identifying emerging issues at an earlier stage, allowing NYOS to respond without unnecessarily criminalising additional children and young people.	March 2022	Area Manager SMT Carly McLearn
Applying trauma-informed approaches to a broader range of services, e.g. education, housing, policing. • Programmes that address health-harming behaviours	Understand and mitigate the impact of Adverse Childhood Experiences (ACEs) in the YOT cohort and operate a trauma informed approach	March 2022	SMT

<p>associated with adverse experiences.</p> <ul style="list-style-type: none"> Increasing 'trauma awareness' in YOS workforce <p>Identify trauma training for YOS staff</p>	<p>As per the finding of the YJB research that the YOT management board and YOT design, guide and deliver services that take proper account of the impact of trauma in young people's lives.</p>		
<p>Development for this year will be to continue the reviewing of the transition period, improve understanding of the process within NYOS, increase forecasting of resource requirements, and improve case holding oversight</p>	<p>Ensure transitions to probation are effective and explore innovative responses to 18-21-year olds with partners (NPS & CRC).</p> <p>Enhanced and clear transition plan such as move to adult services, CIC to care leaver, CAHMS to Adult Mental Health Service.</p>		<p>Leanne Tomlinson Mark Johnstone Probation</p>
<p>Continue to address disproportionality and any overrepresentation priority areas:</p> <p>Children in care - CIN/ARM/CP</p> <p>Children in care - Early Intervention</p> <p>Ethnicity Gender</p>	<p>Improve joint working between social care and YOS, in particular developing strong links with the integrated adolescent team at all levels.</p> <p>Introduce to new CIC YOS workers.</p> <p>Intervene at an earlier stage to avoid young people entering the criminal justice system with the use of QLIK.</p> <p>Ensure consistency in practice and highlight any abnormalities in those being breach based on ethnicity, sentencing and gender.</p>	<p>Jan 2022</p>	<p>Leanne Tomlinson</p> <p>Performance Team Operational Managers</p>
<p>Build capacity and expertise to respond to Contextual Exploitation</p>	<p>Co-lead and introduce the VAP Panel for young people at risk of contextual safeguarding.</p> <p>Identify Contextual safeguarding lead.</p> <p>Add a section to RISK and Safety plans to specifically name contextual</p>	<p>March 2021</p>	<p>Claire O'Keeffe Gaye Arnold</p>

	<p>safeguarding and assessment of this.</p> <p>Ensure all staff have clarity of contextual safeguarding and procedures that are required to respond the concerns.</p>		
Priorities for improving practice 2021/22			
Create and embed positive culture within YOS	<p>Celebrate success, Identify employee of the month, Acknowledge and send information about good work to Colin Foster, Introduce six weekly all team meetings, Arrange staff development days throughout the year.</p>	August 21	Whole service led by SMT
Increase resources for, and the effectiveness of, support to NEET young people to get back into education, employment or training	<p>Embed the ETE Blue Print and ensure all young people are monitored and receive educational support if NEET.</p> <p>Continue with quarterly Prospects meetings.</p> <p>Increase numbers of Education workers within the service.</p> <p>Identify a range of educational option pre and post 16 if a YP not engaging.</p>	March 2022	Education team
<p>Be active partners in the delivery of the Serious Violence Strategy</p> <p>Respond to the significant issues of serious youth violence, offences involving weapons and other emerging priorities</p>	<p>Commit to working with YP who actively live and are involved in areas where serious violence is most present.</p> <p>Work collaboratively with Police, Community safety groups and local communities to identify solutions.</p> <p>YOS will be proactive in working with the police to</p>	Oct 2022	Operational Manager Lead SMT Police

	<p>identify and offer intervention or disruption to young people who commit such crime.</p> <p>Ensure we have an accurate profile of all gangs within the borough by linking with CIRV, Police and other agencies.</p> <p>Reinforce and renew the Knives means lives program for schools and local community groups.</p>		
Develop the skills, knowledge and experience of staff with trauma informed approaches	Base our model of inception on the Understanding and inception of trauma informed practice. see link at end of document.	March 2022	SMT
Ensure transitions to probation are effective and explore innovative responses to 18-21-year olds with partners (NPS & CRC)	<p>Ensure we follow the Joint national protocol for transitions in England Protocol to support the planned and safe movement of young people from youth offending teams (YOTs) to the Probation Service when they turn 18.</p> <p>Embed Probation officers into teams and ensure they receive training and supervision from YOS Managers.</p>		<p>Leanne Tomlinson</p> <p>Mark Thompson</p> <p>Probation</p>