



Derby City Council



Stronger Families and  
Resilient Children

# DERBY CITY YOUTH OFFENDING SERVICE

# YOUTH JUSTICE PLAN 2021-22

**Version 1.0**

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## Forward

As chair of Derby City's Youth Justice Partnership Board, I am pleased to set out our annual plan for 2021-2022. The Plan highlights our core achievements over the past year, which have been achieved despite the challenges of the global Coronavirus pandemic. I have been impressed by the commitment demonstrated by the service and Board members and the organisations they represent over the year in sharing their valuable time, significant and varied expertise, information and ideas. This has promoted and sustained intra/inter-agency cooperation and collaboration towards the identification and protection of vulnerable young people so we can protect them from harm and meet their complex range of needs.

Operational delivery and Boards have continued through the global Coronavirus pandemic through remote means, demonstrating creativity and resilience in the face of unprecedented challenges. Through this, the service has made gains regarding the historic low number of custodial sentences, completing an in-depth National Standards Self-Assessment and reducing local disproportionality in some BAME groups.

Board membership has been engaged and ensured that youth justice has remained on the agenda locally and Board members have been engaged in the formation of the National Standards Self-Assessment and this Youth Justice Plan to ensure it is owned and driven across partnerships with a key stake in youth justice. As you will see, we aim to continue progress made by the service in key areas of performance and quality, focusing on taking the best of the learning from the pandemic and utilising this to offer creative solutions to complex challenges.

We have demonstrated great resilience, collective creativity, expertise and strengths to overcome the challenges of the past 12 months, so I hope we can continue this to help us achieve our shared ambition to:

“Ensure that every child and young person living in Derby is enabled to live a safe and crime-free life and make a positive contribution by way of high quality, holistic work that builds on children and young people's strengths and aspirations”.



Suanne Lim  
Service Director  
Early Help and Children's Social Care.

## Executive Summary

2020-21 was, as was the case for everyone all across the globe, a year like no other for Derby Youth Offending Service. Derby YOS continued to operate and provide services to children and young people at risk of, or involved in, offending behaviour through a variety of means, supported by governance arrangements that continued despite the pandemic. The service has remained closely aligned with child health and welfare services as well as Criminal Justice partners throughout the pandemic and has used information and resources across local and broader partnerships to ensure a robust approach to managing through a global pandemic.

There have been challenges, not least a lack of access to key data such as re-offending and first-time entrants statistics, which have made performance management and youth justice planning more of a challenge in 2021-22, but locally quality assurance and regular reports have been maintained (as you will see in the rest of this plan) to help ensure strategic board partners remained reassured that risk and need have been managed effectively in the city of Derby, despite the challenges faced.

The services annual Strategic Intelligence Assessment and performance data demonstrate developments in the service including; reducing disproportionality in some areas; a reduction by 24% in proven rates of offending (local data); increased prevention activity; low levels of custodial sentencing and a reduction in the number of young people subject to statutory Court Orders with the latter aspects demonstrating the impact of our local Prevention approach. The service has continued to deliver its offer to Looked After Children via the successful multi-agency CONCORDAT, highlighting our recognition of the impact of Adverse Childhood Experiences and trauma and in alignment with the Youth Justice Boards 'Child First' vision.

The service has also ensured completion of its National Standards self-assessment, with positive feedback coming from the regional Youth Justice Board link and has seen a reduction in the number of remands to Youth Detention Accommodation.

Going forward, the service aims to refresh its approach to service-delivery and managing performance with regards to First Time Entrants; through the development, with key Criminal Justice partners, of a protocol to divert young people away from a system that can have a damaging impact, where possible and safe to do. Derby YOS will continue to address areas of disproportionality that we see in our cohorts. The service also aims to build on the successes of the CONCORDAT to develop a longer-term, even more trauma-informed delivery model that is supported by health resources and services.

The only certain thing we know going forward is that there are going to be challenges, some of these that are known to the service are articulated in the service Risk Register attached to this plan and others are unknown, such as the medium to longer term impact of the global pandemic on children, young people and families. However, the service is well placed to meet these challenges.

## 1. Introduction, Vision and Strategy

The Crime and Disorder Act 1998 Section 40 requires Local Authorities to produce a Youth Justice Plan which is annually updated to set out how Youth Justice Services will be delivered locally and within the available resources. This Plan will cover the period 2021 to 2022 and will be reviewed systematically in year by the Youth Offending Services' management team to ensure drive, grip, and progress against the action plan.

Derby YOS has continued to complete a Strategic Intelligence Assessment (SIA) to identify key themes across the service including:

- Offending patterns.
- Sentencing patterns.
- Needs of service users.
- Issues regarding disproportionality.

The assessment informs the content of this plan and has been shared with the Youth Justice Partnership Board and discussed at Youth Justice Partnership Board meetings to ensure overlap with partnership priorities and work streams.

### **SEE APPENDIX A - 'Strategic Intelligence Assessment Derby YOS 2021-22 (PowerPoint)'**

Our vision, SIA/local data, the Youth Justice Board's (YJB) vision regarding the 'Child First' approach along with our duties to ensure we maintain robust risk management and public protection where needed, will be the key drivers of our strategy.

Strategically, we aim to ensure continued reductions in first time entrants into the Youth Justice (YJ) system and processed through the Courts utilising strong partnerships with the Police, Crown Prosecution Service and HMCTS via development of a First Time Entrant protocol and refreshed Prevention offer that will involve a range of partner services including: Targeted Early Help, Health and Restorative Justice services.

We aim to reduce rates of re-offending and maintain our current low custody rate by way of offering trauma-informed services, utilising resources within and external to the YOS, based on holistic assessments of risk and need.

We will continue to build strong relationships with Her Majesty's Court and Tribunal Service to ensure that our proposals to Court retain integrity and offer reassurance to partners/stakeholders.

Through relationships with Police and making best use of our highly regarded Out of Court Disposals Clinic (OOCDC) we aim to utilise Outcome 22 not only to provide a diversionary route into pre-court intervention for *all* children but particularly to address rates of Disproportionality that are apparent in our SIA.

We also aim to ensure our work links with the YJB's vision of 'Child First offender second'; a system where all services:

- Prioritise the best interests of children and recognise their particular needs, capacities, rights and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.
- Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.
- Encourage children's active participation, engagement, and wider social inclusion. All work is a meaningful collaboration with children and their carers.
- Promote a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimal intervention. All work minimises criminogenic stigma from contact with the system.

In Derby we have adopted this approach by developing holistic assessments incorporating key input from partner agencies such as Children's Early Help/Social Care Services, Schools, SEND Teams, CAMHS, Criminal Justice Liaison and Diversion Services and Clinical Psychology Services amongst others. This ensures assessments are developmentally informed, recognise structural barriers including ethnicity, learning need, disability and neuro-developmental issues and inform planning that has relational work at its core and is child-friendly and child-focused.

Plans have moved away from addressing purely criminogenic needs to relational work utilising the Less is More Planning framework, the principals of Desistance Theory and the Good Lives Model, to ensure we build on desistance factors and strengths. We utilise services such as Youth Well-Being Workers and Personalisation to build on strengths and help progress children and young people towards a life free from offending and risk.

We have increased children and young people's participation by 12.7% between 2018-19 and 2019-20 to ensure the voice of our service-users informs individual plans and work. Derby also utilises service-users' voice strategically to ensure aggregated participation feedback informs annual reports and subsequently service plans. For example consultation with service-users led to the 'Less is More' planning approach being used in the service to ensure young people had more of a say in their planning and could engage better with the format of the plan itself.

We have a strong Out of Court disposals Clinic (feedback in HMIP inspection, June 2018) with HMIP noting:

"A range of agencies worked together to identify children and young people at risk of entering the criminal justice system. Once identified, the agencies shared relevant information to make appropriate decisions on the type of out of-court disposal they gave the young person. This led to a judgement of outstanding in joint work"

This has helped reduce our rate and number of first-time entrants (FTE) into the Youth Justice system locally. However, we feel there is more we can do by strengthening our relationships with Police and CPS locally to ensure we develop a FTE protocol that ensures children and young people only become a FTE when absolutely necessary. The service offer for cases dealt with out of court ensures access to services that are trauma-informed such as our Health Pathway, which includes access to Clinical Psychology, a Youth Well-Being Worker and a CAMHS Nurse, is maintained.

Derby YOS employ four full time Youth Crime Prevention Officers funded by the Office of the Police and Crime Commissioner for Derbyshire; three are co-located in our Targeted Early Help Services to ensure an early intervention for cases displaying signs of, or risk factors associated with, offending/anti-social behaviour. We ensure our fourth officer identifies and works with siblings of young people subject to statutory Court Orders by locating them within the YOS.

We recognise the impact of early trauma on young people in care and how this can manifest in impulsive behaviour which, if not dealt with in a trauma-informed way, can lead to criminalisation. We have adopted a multi-partner CONCORDAT in Derby, backed by Senior Officers across partnerships including the Police and Crime Commissioner, to ensure we do not unnecessarily criminalise young people in our residential care homes. A Tactical group oversees this work, driving an action plan that ensures we work to and maintain a Child First approach.

We have developed bespoke programmes that recognise structural barriers that face certain groups. For example we have developed, implemented and will maintain a 'Girls' Group' for our female service-users that recognises the impact issues such as gender identity and unhealthy relationships can have and the need for relational work in this area, alongside also addressing other aspects that either entirely or disproportionately affect females in the community such as period poverty and personal safety. We have also ensured Court reports systematically consider the impact of discrimination and have ensured our local judiciary have been made aware of local disproportionality issues so they understand the broader context in addition to the specific case details.

## **2. Governance, Leadership and Partnership Arrangements**

### **i. Strategic Arrangements**

Derby Youth Offending Service is located in the People's Directorate of Derby City Council and forms part of Children's Early Help and Children's Social Care. One Service Director oversees all Children's services arrangements in the city.

The YOS is overseen by a multi-agency Youth Justice Partnership Board which meets four times a year and is chaired by the Service Director for Early Help and Children's Social Care. There is high level partnership representation on the Board and good working

relationships with all partners that ensures effective, integrated strategic planning and delivery of youth justice services.

The Board scrutinises YOS performance and develops actions for improvement where necessary. Board attendees consist of both statutory partners and wider partner organisations such as the Police and Crime Commissioner for Derbyshire, the Head Teacher from one of the Pupil Referral Unit's in the city and the Community Safety & Integration Team. The terms of reference are updated annually, and the service vision is reviewed simultaneously. The Board ensures continued direction setting and drive for the local youth justice partnership.

The robust Board arrangements highlighted above allow the YOS to overcome barriers to effective multi-agency working and ensure partner agencies make an effective contribution to delivering against key youth justice outcomes. Examples include support to develop a Health Pathway through funding for a Youth Well-Being Worker and Clinical Psychologist and continued funding to support the YOS' Prevention agenda.

The Board are provided with performance and quality assurance reports, which cover national Key Performance Indicators, out of court work, post court work and overall performance against the National Standards for Youth Justice work. Robust challenge is made by Board members and the Board chair who is a former YOS Head of Service. The Board is sighted on key arrangements in areas such as staffing, finance (standing item) and risk management and on key strategies such as the Health Pathway, CONCORDAT, SEND and Prevention and Diversion strategies amongst other areas. This ensures line of sight for the Board to key work in the service. The Board is planning to develop a more think tank approach to become a body able to solve local challenges and issues, as well as receive/respond to reports.

The Youth Offending Service reports to the Children, Families and Learners Board via the Youth Justice Partnership Board. The Children Families and Learners Board has Chief Officer membership from Derby City Council, Derby and Derbyshire Clinical Commissioning Group, Derbyshire Police, Derbyshire Fire and Rescue Service, Schools, the National Probation Service, and other organisations.

From this position, children's priorities will be assigned across all City Council structures and enable alignment of youth justice priorities with the city-wide Strategic Intelligence Assessment. The Board monitors, 'First Time Entrants into the Youth Justice System' and 'Reoffending' as part of the public health outcomes framework.

The overall responsibility of the Police and Crime Commissioner is to maintain an effective and efficient police service by holding the Chief Constable to account. The relationship of the Youth Offending Service and PCC has been a particular strength and the PCC has been represented both on the Partnership Board and on the CONCORDAT steering group. Local PCC elections in May 2022 have led to a change in PCC and going forward we need to understand whether this presents any potential risk to the service.

The YOS works in partnership with criminal justice services, services for children and young people and health. Priorities of the YOS are reflective of the objectives of our partner agencies and align with the priorities of the Derbyshire Criminal Justice Boards strategic plan and the Targeted Early Help and Children's Social Care Business Plan.

The YOS is represented on the Derbyshire Criminal Justice Board (including the 'Reducing Re-offending and Offender Health' and 'Female Offenders' subgroups), Safer Communities Board, the Safeguarding Board's Vulnerable Young Persons Group and the YOS reports back on issues such as custody figures and any serious incidents. The service is also represented on the Multi-Agency Public Protection Arrangements (MAPPA) Strategic Management Board.

On a local level, the YOS is represented within several key partnerships and forums. The Director of People's Services and other YOS stakeholders are members of the Health and Well-Being Board and their representation allows for the reporting of performance and health outcome measures.

The YOS engagement within these various forums and partnerships provides key opportunities to ensure that the needs of young people at risk of, or involved in, offending behaviour are highlighted and can therefore be considered and reflected within the development of local priorities and plans.

Derby City YOS currently has Service Level Agreements and/or Protocols in place with a range of providers of universal and specialist services, including Health and the NPS. In addition, the YOS benefits from excellent 'informal' communication arrangements with service providers, at all levels, i.e. operationally and strategically.

The line management through the YOS ensures good linkage with Children's Social Care, as the Head of Service (HoS) has responsibility for Disabled Children's Services, Leaving Care and Children in Care. The HoS also has a close working relationship with the HoS for Safeguarding Children and Targeted Early Help. The Service Director in this area has all of these areas under their remit. This ensures alignment of services and an ability to quickly address any issues as regards safeguarding for young people known to the YOS.

The YOS is represented on the Derby and Derbyshire Children's Safeguarding Partnership's Exploitation and Vulnerable Young People's subgroup, which allows us to identify issues facing young people known to the service with strategic partners with a role in safeguarding children. The group is also attended by representatives from Community Safety and Integration team who are also represented on the Youth Justice Partnership Board.

The Exploitation and Vulnerable Young People's subgroup identify ways services can collaborate to address vulnerability in teenagers at risk and has developed a Placed Based Risk approach across the city, which has the aim of identifying local issues where low-level anti-social behaviour and/or risk of contextual safeguarding are developing and putting in place local interventions to prevent these from reaching the attention of statutory services.

Derby also plans to review and update its Child at Risk of Exploitation strategy, recognising the changing picture from predominantly sexual exploitation to incorporate wider child exploitation issues including County Lines. There is a Child Risk of Exploitation (CRE) strategy in place and the YOS management team and staff group are well sighted on this and use of the National Referral Mechanism to ensure children and young people are provided with the right support when these issues emerge.

Serious incidents are reported individually to the Youth Justice Partnership Board and, if these are of a safeguarding nature, to the Derby and Derbyshire Safeguarding Children's Partnership Board also. If the young person is a MAPPA nominal, this will be reported to the MAPPA lead with a view to assessing whether this meets the MAPPA criteria for a Serious Further Offence and case review activity. This is reflected in the services high risk policy that was updated in 2021. The last serious incident (in line with YJB criteria) was in 2017.

The strategic development and ongoing operational practice between the YOS and local partners who contribute specialist services to support children in the Youth Justice System are managed in a variety of ways.

## **ii. Operational Arrangements**

During 2018-19, Derby YOS underwent a service review, the last element of which was the recruitment of a full-time and permanent Deputy Head of Service and reduction of Team Management personnel by 0.5FTE. This has ensured greater strategic management resource, given that the Head of Service is shared between the YOS and other service areas, and has strengthened strategic planning, delivery, and ability to engage in regional youth justice work and performance/quality management.

The HoS for Specialist Services holds the YOS Information Analyst to account for ensuring the timely submission of data, compliance with secure estate placement information and completion of National Standards audits. This information is made available at strategic managers' meetings.

The YOS has continued to develop relationships with organisations responsible for secure accommodation by way of inclusion of an HM Prisons representative on the Derby YOS Custody Scrutiny Panel. This ensures strong management relationships and systems, promoting improved services for young people in custody. The operational relationship has improved by way of having an Operational Manager and Court Officer leading strategically and operationally on custody cases/resettlement and having a dedicated link at our local facility; HM YOI Werrington. This ensures we embedded all recommendations coming out of the thematic resettlement inspection report in August 2019 including the development of an Escalation Policy with HM YOI Werrington to ensure that any operational issues preventing good quality resettlement planning can be escalated quickly and consistently and lead to positive outcomes for young people.

In relation to health, the YOS health team and operational management lead have developed a Health Pathway to ensure practitioners have a clear map of where and how young people can access the right health service(s) at the right time. This includes, but is not limited to, services such as the Criminal Justice Liaison and Diversion Team, CAMHS, the Youth Well-Being Officer, Clinical Psychology and the Breakout Drug and Alcohol service.

The posts for the Youth Well-Being Officer and Clinical Psychology roles are funded until October 2022. The YOS is working with the Derbyshire County YOS, Derby and Derbyshire CCG (DDCCG), University Hospitals Derby and Burton and NHS England to look at how longer-term funding can be secured to ensure longevity of the Derby YOS Health Pathways model. DDCCG are standing members of the Youth Justice Partnership Board in both the City and County.

The Derby YOS operational manager with responsibility for the Health Pathway meets with the Health Pathway team on a quarterly basis to ensure data is collated and forms a report, which is scrutinised by the Youth Justice Partnership Board. Reports were sent to the Board in January 2019 and October 2020 to facilitate Board scrutiny. These reports will continue to ensure members are clearly sighted on all aspects of relevant health delivery across the YOS.

The YOS has an Education Officer funded by Derby City Council and managed by an operational manager. The Officer has partnership links with Schools and, amongst other key secondary education activities, attends the Secondary Placement Panel which discusses placements for pupils that have been permanently excluded and also potential managed moves for pupils at risk from exclusion.

Derby City Council and the Police and Crime Commissioner for Derbyshire continue to prioritise funding (via the Police Crime Commissioner's Substance Misuse and Crime Prevention grant, which will continue until April 2022) for Targeted Early Help Services as a primary mechanism for identifying and providing services to children at risk of offending/anti-social behaviour and their families. The delivery mechanisms have been described previously and all Youth Crime Prevention staff now provide targeted work with young people subject to Youth Restorative Disposals.

Priority Families is the Derby City approach to delivering the Government's 'Troubled Families' agenda. The YOS has a Children's Practitioner who works with a designated set of families that are subject to YOS intervention and which meet national 'Troubled Families' criteria. The Children's Practitioner also works alongside the YOS Parenting Officer in the 'Supporting Families Team' which was formulated to broaden the reach of family support from Derby YOS in response to service-user feedback and which ensures parents/carers are all automatically assessed for the need for intervention and support. The YOS Parenting Officer is a full-time permanent post and the Children's Practitioner is currently secured until March 2022.

The Appropriate Adults scheme supports young people who have been arrested while they are being interviewed by the Police if their parents cannot or do not attend the Police custody suite. The service is currently commissioned to The Appropriate Adult Scheme (TAAS) on contract with Derbyshire Police and overseen by the YOS Deputy Head of Service in conjunction with Police and partner agencies.

The development of Restorative Justice and victim participation has continued to be a focus for the YOS. Commissioned provider Remedi are contracted to provide Restorative Justice service, including the facilitation of completion of Reparation Activity and Unpaid Work Activity that is mandated for virtually all Community Court Disposals. In addition, the service provides one full time Victim Liaison Officer whose purpose is to provide excellent victim-facing services and to ensure Derby YOS remain compliant with the Victim Code of Practice. This is a post through which Derby YOS have overcome significant barriers to ensure that 100% of all people eligible for contact that are made victims by a child subject to Derby YOS supervision on a criminal justice order are contacted to be offered a range of services.

### 3. Resources and Services

#### Financial Contributions

The below table provides an overview of the staffing and in-kind contributions made by local partners towards the YOS budget for 2021-22. These contributions are embellished by the YJB Grant and a contribution from the Police and Crime Commissioner (PCC). Contributions are reviewed annually, and the budget is reviewed quarterly by the Youth Justice Partnership Board. During the period covered by the plan, it is likely that all agencies will be exploring opportunities to make further savings. This holds risks for the Youth Justice Partnership and there is likely to be increased pressure to demonstrate value for money as a result.

**Table 1 - Sources of Derby YOS funding for 2021-22**

Agency	Staffing Costs	Payments in kind	Other delegated funds	Total
Police	116,019	0	2,150	118,169
Police and Crime Commissioner	37,192	0	13,474	50,666
Probation	47,453	0	194	47,647
Health	54,256	0	194	54,450
Local Authority	692,965	0	94,997	787,962
Welsh Government	0	0	0	0
YJB	284,195	0	141,200	425,395
Other	0	0	0	0
<b>Total</b>	<b>1,232,080</b>	<b>0</b>	<b>252,209</b>	<b>1,484,289</b>

Derby YOS has a strong history of fully adhering to grant conditions with timely submission of data to the YJB, complying with secure estate placement information etc. The YOS also monitors the use of the Local Authority's budget provided to meet the costs of young people remanded to the secure estate, transferred under the provisions of the Legal Aid, Sentencing and Punishment of Offender (LASPO) Act 2012. This budget is reviewed annually by the YJB based on a review of the use of remands to custody over the previous 12-month period. This is also overseen operationally by the Head of Specialist Services in YOS Senior Management Team meetings.

The YOS has been well served by statutory partner organisations in relation to staffing requirements. The YOS has 1.2 FTE Police Officer resource, 5.9 FTE nominated Social Workers from Children's Social Care, a 0.8 FTE nominated Offender Manager from the National Probation Service and a 1.0 FTE CAMHS Nurse.

These arrangements are supplemented by a 0.4 FTE Clinical Psychologist and a 1.0 FTE Youth Well-Being Worker (funded by NHS England as part of Health and Justice Work), 4.0 FTE Youth Crime Prevention Officers (co-funded between the OPCC and Derby City Council), a 1.0 FTE Parenting Officer, a 0.5 FTE Education Officer, 3.0 FTE Assistant Responsible Officers, 0.2 FTE Junior Attendance Centre Officer (both funded by Derby City Council), a 1.0 FTE Children's Practitioner (funded through Derby City Council's Priority Families agenda) and a 1.0 FTE Information Analyst.

The partnership, grant and other available resources will help us to deliver the services detailed below and we aim to produce the following benefits and outcomes. Our performance will be improved in 2021/22 by:

- Reviewing the YOS' prevention offer to ensure the service continues to reduce its rate of FTE from 18.75 to 17 per quarter by April 2022 to ensure we are in line with our comparator average.
- Delivery of the Heath Pathway to ensure young people's needs are identified holistically at the earliest point and that the service offers a trauma-informed approach, with staff that are equipped with knowledge and skills to assess and support children and young people using desistance principals. We aim to reduce violent offending by 10% from 127 to 114 (rounded down) by April 2022.
- Direct delivery of well-being activities to ensure young people's strengths are built upon; thereby reducing risks associated with recidivism. We aim to reduce the number of children and young people re-offending from 44.9% to 31.9% by April 2022 to ensure we are in line with our comparator average.
- Continuing to ensure good transition experiences between Derby YOS and the National Probation Service for young people who are approaching adulthood. We aim to fully understand data on the success of the Derby YOS Transitions service by November 2021.
- Building on strengths by ensuring young people are accessing an education timetable in line with their needs. We aim to benchmark school attendance by young people accessing Kingsmead PRU by October 2021 and see a 10% improved attendance rate by April 2022.

## 4. Performance and Priorities

Derby YOS Performance Priorities are separated into 2 main strands:

- a) Those relating to the YJB's 4 Key Performance Indicators (KPIs) for Youth Justice work, the reporting of which to the YJB is a statutory obligation of all Youth Offending Services.
- b) Those relating to activities undertaken as part of the Derby YOS 'Management Oversight and Quality Assurance Strategy' which is designed to manage and improve performance in a number of key areas such as the quality of management oversight in youth justice cases and the quality of case holder performance against 4 key areas contained within the National 'Standards for Children in the Youth Justice' System', These activities are undertaken internally for quality assurance and professional development purposes and the reporting of these to the YJB is not a statutory responsibility.

### i. Derby YOS Performance against YJB KPIs

The below performance data against the YJB's KPI's is the most up to data available at the point of completion of this years plan (18.6.21), However, they will continue to be used to inform plans and work going forward, which will be adapted as and when new performance data is provided through the MOJ, if data demonstrates yet changes in patterns of performance. This will be discussed and agreed in Derby YOS' Senior Management Team and Youth Justice partnership Board.

### First Time Entrants

**Table 2 - comparative data for Derby YOS performance regarding number and rates of First Time Entrants:**

	Period 1		Period 2		Period 3		Period 4	
Family Members	Jan 18 - Dec 18		Apr 18 - Mar 19		Oct 18 - Sep 19		Jan 19 - Dec 19	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Bolton	66	235	61	215	52	185	45	156
Bury & Rochdale	88	222	95	234	94	232	91	220
<b>Derby</b>	<b>82</b>	<b>334</b>	<b>82</b>	<b>324</b>	<b>88</b>	<b>347</b>	<b>75</b>	<b>290</b>
Coventry	75	245	71	224	69	218	59	180
Dudley	77	260	66	219	64	212	62	203
Kirklees	98	230	75	173	100	232	101	229
Medway	66	247	61	226	39	146	41	149
Newport	57	402	42	289	25	169	22	147
Peterborough	32	169	34	174	48	248	50	247
Sheffield	135	273	124	246	136	271	125	243
Walsall	70	249	62	215	76	263	81	275
<b>Average</b>	<b>77</b>	<b>260</b>	<b>70</b>	<b>231</b>	<b>72</b>	<b>229</b>	<b>68</b>	<b>213</b>
<b>England</b>	<b>12,413</b>	<b>236</b>	<b>11,917</b>	<b>222</b>	<b>11,490</b>	<b>214</b>	<b>11,087</b>	<b>211</b>
<b>Midlands</b>	<b>998</b>	<b>237</b>	<b>970</b>	<b>226</b>	<b>893</b>	<b>208</b>	<b>838</b>	<b>199</b>

The number of First Time Entrants in Derby City has seen a reduction over the past 4 years of over 32%, and over the past 4 quarters of 9%. The current Derby City total (at the end of 2019) is 75, which is a reduction of over 14% on the previous period and is less than three of the family areas. Over the past 4 years and over the last 4 periods the figures are slowly decreasing. However, in relation to the PNC rate per 100,000 young people Derby City are the highest Comparator in their family group and are above the Family Average.

## Reoffending

**Table 3 - comparative data for Derby YOS performance regarding reoffending numbers and rates:**

	Period 1		Period 2		Period 3		Period 4	
Family Members	Jan 18 - Mar 18		Apr 18 - Jun 18		Jul 18 - Sep 18		Oct 18 - Dec 18	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Bolton	39.4%	2.38	8.3%	3.00	12.0%	3.67	23.8%	7.40
Bury & Rochdale	42.9%	2.89	42.0%	5.10	38.0%	3.84	31.0%	3.31
<b>Derby</b>	<b>36.7%</b>	<b>4.83</b>	<b>42.5%</b>	<b>5.35</b>	<b>29.4%</b>	<b>5.60</b>	<b>44.9%</b>	<b>3.41</b>
Coventry	40.5%	3.65	38.5%	3.00	40.5%	3.73	33.3%	3.86
Dudley	20.9%	2.33	17.2%	2.40	25.9%	2.86	27.6%	2.25
Kirklees	36.8%	3.57	38.6%	5.47	31.3%	4.30	26.8%	4.36
Medway	26.5%	4.22	27.9%	3.75	41.4%	2.83	60.9%	3.57
Newport	37.8%	4.07	29.2%	4.14	39.3%	2.27	20.0%	2.40
Peterborough	28.6%	3.83	35.0%	1.29	26.7%	2.25	30.0%	2.22
Sheffield	16.9%	1.91	24.6%	2.64	32.1%	4.47	25.0%	3.55
Walsall	22.7%	3.40	36.8%	2.57	39.4%	2.92	27.3%	2.33
<b>Average</b>	<b>31.8%</b>	<b>3.37</b>	<b>31.0%</b>	<b>3.52</b>	<b>32.4%</b>	<b>3.52</b>	<b>31.9%</b>	<b>3.51</b>
England	39.3%	4.01	39.1%	4.04	37.7%	4.02	37.3%	3.91
Midlands	38.8%	3.99	38.8%	3.99	36.0%	3.97	33.3%	3.27

The reoffending cohorts are now based over 3 months and tracked for 12 months for further offending. This means there are more prolific offenders in the cohort and as such the reoffending rate will increase. Over the past 4 quarters the rate has dropped from 4.83 to 3.41 (-29%). The percentage of offenders reoffending for Derby is currently at 44.9% which is the second highest in the family group.

## Custody

The Derby City Custody Rate per 1,000 young people has been steadily decreasing over the past 4 years with a 76% reduction. Over the last 4 quarters the rolling 12-month figure has shown a decrease from 0.35 to 0.23 (-34%). The actual number over the same period has decreased from 9 to 4. Derby City is the second lowest of all Family Members.

**Table 4 - Comparative data for Derby YOS performance regarding Custody numbers and rates:**

	Period 1		Period 2		Period 3		Period 4	
Family Members	Apr 19 - Mar 20		Jul 19 - Jun 20		Oct 19 - Sep 20		Jan 20 - Dec 20	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Bolton	10	0.34	7	0.24	7	0.24	6	0.21
Bury & Rochdale	18	0.44	11	0.27	9	0.22	7	0.17
<b>Derby</b>	<b>9</b>	<b>0.35</b>	<b>8</b>	<b>0.31</b>	<b>6</b>	<b>0.23</b>	<b>4</b>	<b>0.15</b>
Coventry	20	0.61	14	0.43	10	0.31	11	0.34
Dudley	5	0.16	8	0.26	9	0.29	11	0.36
Kirklees	17	0.39	17	0.39	16	0.36	9	0.20
Medway	8	0.29	4	0.15	2	0.07	4	0.15
Newport	0	0.00	0	0.00	0	0.00	1	0.07
Peterborough	13	0.64	12	0.59	11	0.54	10	0.49
Sheffield	11	0.21	10	0.19	9	0.17	7	0.14
Walsall	11	0.37	12	0.41	10	0.34	9	0.31
<b>Average</b>	<b>11</b>	<b>0.35</b>	<b>9</b>	<b>0.29</b>	<b>8</b>	<b>0.25</b>	<b>7</b>	<b>0.23</b>
England	1214	0.22	1012	0.19	766	0.14	766	0.14
Midlands	83	0.19	86	0.20	74	0.17	74	0.17

ii. **Derby YOS ‘Management Oversight and Quality Assurance Strategy’ activities**

***The following activities are including in the Great Performance Conversation expectations (Derby City Council Professional Development and Accountability Framework) for all case holders that manage Statutory Youth Justice Orders:***

- a) ***Ensure that all service-users receive at least the minimum number of contacts under the Scaled Approach, in accordance with the National Standards for Youth Justice Work and the Practice Standards for YOS.***

For each quarter, the figures are sub-divided into success relating to contacts delivered in the initial, higher intensity Scaled Approach period and those delivered in the following lower intensity Scaled Approach period.

**Table 5 - Percentage of successful contacts delivered by Derby YOS, in accordance with the assessed Scaled Approach level**

Quarter	% of successful contacts	
	First 84	After 84
Q4 2019/20	170	76
Q1 2020/21	151	124
Q2 2020/21	230	118
Q3 2020/21	198	108
Q4 2021	233	133

Derby YOS can clearly evidence that in the course of the last 15 months, work that has been completed with Case Managers regarding the importance of delivering all contacts mandated by the Scaled Approach, including through the completion of quarterly NS audits with all Case Managers on all open cases, is having the desired positive effect on increasing compliance to the point that performance now exceeds National Standards expectations in this area.

**b) See all service-users at home in accordance with the National Standards for Youth Justice work and the Practice Standards for YOS.**

*NB: these figures are not taken to be correct in an absolute sense as the expectation on Case Managers is that a minimum of 1 Home Visit per calendar month is completed whereas the reporting functionality in our case management system will only produce statistics related to the number of days since the start point. These figures do however provide a useful illustration of service performance.*

*NB: These figures relate to face-to-face home visits only (i.e. not remote/virtual home visits)*

**Table 6 - Percentage of completed home visits per month based on one contact per month per offender**

Quarter 2020/21	% of completed home visits
Q1	34
Q2	51
Q3	67
Q4	36

Clearly, that the above figures only show Derby YOS performance during the Covid-19 Pandemic, with the first national lockdown taking place in Q1 20-21, means these figures are heavily influenced by the direction made to Case Managers not to complete a home visit unless there were risk related reasons to complete a face to face visit. The figures show a positive upward trend over the first 3 quarters evidences the impact on work completed with Case Managers to fully understand the expectations upon them, though the reversal of this trend in Q4 evidences a further period of national lockdown and the service reverting back to face to face home visits only for high risk young people.

**c) *Facilitate the swift dispensation of justice by ensuring that Referral Order Initial Panels are delivered in accordance with legislative requirements.***

**Table 7 - Percentage of Initial Panels that were held within the National Standards time limit of 20 working days. It is based on a rolling 12 months ending on each date shown:**

Month	% of panes completed
August 2020	81
September	87
October	89
November	88
December	86
January	88
February	89

The table above clearly evidences a plateauing of compliance at 86-89% that has been sustained for more than 21 months, exceeding the target Derby YOS imposed upon itself of achieving 75% compliance. It must be noted that in all cases an initial panel was delivered and a panel that took place in the 21<sup>st</sup> day post sentence was counted as having failed to meet this requirement. The improvements made and sustained have occurred alongside significant challenges, most notably the complete re-design of how Derby YOS delivers Referral Order services and the need to establish virtual methods of panel delivery.

**d) *Ensure that all service-users have a good quality assessment and plan to inform the work that will be completed with them, in accordance with the National Standards for Youth Justice Work and the Practice Standards for YOS.***

Derby YOS has (after consultation with the YJB), an expectation on all Case Managers to complete a good quality initial assessment and plan within 28 days of the start of the intervention, so that it can be subject to a robust quality assurance

process delivered by Service Managers and that any necessitated alterations be completed for sign off within 35 days of the start of the intervention.

**Table 8 - Percentage of Asset Plus Stages that were completed within the above-mentioned timescales:**

Quarter 2020/21	% of completed stages	
	High	Low
Q1	38	25
Q2	49	35
Q3	63	52
Q4	64	55

While the table above clearly evidences a positive direction of travel, which has coincided with significant training provision and the creation of several tools and guidance documents in direct response to collective and individual consultation with the YOS Case Management team, there are still gains to be made in this area for Derby YOS to attain the self-imposed target of a minimum of 75% completion.

NB – high and low refers to high and low-medium risk ASSET assessments.

### **Key Priorities Relating to Performance**

In response to the findings detailed above, and in recognition of the fundamental importance of good quality assessment and planning as the framework for successful intervention, alongside the obvious value with respect to safeguarding and relationship-building that are associated with the completion of Home Visits by the Lead YJ Professional, Derby YOS' key priorities are as follows:

- 1) Increase the percentage of Initial AssetPlus assessments and plans completed by Case Managers and signed off by Service Managers within 35 days of the intervention start date to 75%
- 2) Increase the percentage of monthly home visits completed by Case Managers to 75%

## **5. Responding to the Pandemic and Recovery from COVID 19**

The Coronavirus COVID 19 pandemic has had, and continues to have, a huge impact globally, nationally and locally, including on public services, with Derby YOS being no different. However, the service was able to provide a swift and decisive response to the pandemic that was consistent with other parts of Children's Services across Derby City Council.

Frontline practitioners were prioritised for new technology that provided opportunities for remote contact with colleagues, partner agencies and children, young people and families. This has allowed the development of a blended approach for delivery of interventions/services to young people.

Staff were decanted from the operational offices at Curzon Street and have continued to work from home in line with Government guidance.

Face to face contact was reserved for cases assessed as high risk and/or safety concerns across the various risk and safety domains and other work was completed via remote methods including Referral Order panels, non-high-risk interventions and multi-agency meetings.

All contacts with children, young people and families have been, and continue to be, risk-assessed by way of a standard pro forma that is used across all Children's Services to ensure COVID and safeguarding risk factors were balanced in any decisions in regard to whether contacts should be face to face or remote.

Reparation packs were provided for children and young people by the contracted Restorative Justice provider (REMEDI) to enable young people to undertake work from home under remote supervision and support arrangements.

The service had planned to return to their Curzon Street offices in January 2021 and a significant amount of work had been completed to ensure the building was COVID secure, however the third national lockdown announced on 4<sup>th</sup> January 2021 prevented this from happening. Resultantly, staff remain working from home and having face to face contact with children and young people based on the aforementioned criteria and COVID risk assessment. The service intention is to return to the Curzon Street offices in late summer 2021 to ensure that any residual health and safety work on the building can be completed.

Staff welfare was prioritised with regular and systematic Keeping in Touch meetings between managers and practitioners. This approach was consistent from Service Director level, all the way across and down Children's Services in Derby City Council.

Resultantly, staff sickness levels have not been a major challenge; although for shielding staff this did create a tension and some pressure on the YOS with regards to Court cover, although this was later addressed by way of blanket agreement established by Derby YOS with the Court for the use of remote methods, which allowed shielding staff to continue to deliver Court services remotely.

The service submitted a recovery plan to the YJB as required in 2020-21 and have continued to review the plan regularly and consistently. There remain some key challenges, namely:

- Return to office space and development of a Future Operating Model (staff across Children's services have been surveyed regarding this and a plan is in development).
- Pressure on managers created by way of communication methods changing, i.e. significant increase in use of e mail.
- No re-offending or FTE data from the MOJ, which meant we have had to develop local data to try to cover these periods, creating additional workload and uncertainty in regard to the direction of travel for performance.

What we have learnt as a service is that young people prefer remote methods for certain elements of work (e.g. some interventions and Referral Order panels) but not for others (e.g. youth well-being work) and that a blended approach to staff time spent in the office and working from home using remote methodology is a preferred option in the longer term; giving practitioners opportunities for time with colleagues and with service-users and also time dedicated to assessment and planning work.

A review of the 2020-21 Recovery Plan submitted to the YJB and our progress made against a combined COVID 19 recovery and YJ plan are attached below. This clearly demonstrates; actions that have been completed; actions that have become business as usual: actions that no longer remain pertinent and actions that we plan to attach to the Youth Justice plan for 2021-22.

### **SEE APPENDIX B - 'Outstanding Actions from Combined Derby YOS YJ & COVID 19 Recovery Plan 2020-21'**

Her Majesty's Inspectorate of Probations (HMIP) Covid-19 thematic report made several recommendations for Youth Justice Partnership Boards and YOTs as below:

- Identify the backlog of cases that are being processed through courts, and ensure that there is sufficient workforce capacity to deal with increased caseloads
- Work with partners to include children who are defined as high vulnerability by YOTs within the local definition of vulnerable children, for the purpose of priority access to education or other services
- Consider how this group of children are to be reintroduced to school, education and employment and how any attainment gap is to be addressed.
- YOTs should routinely assess children's access to IT and remote communication methods as a standard part of assessments

This helpful report and its recommendations have helped us to shape our thinking in Derby YOS. In response to these recommendations, the YOS has engaged throughout the pandemic with the Derbyshire Criminal Justice Board to ensure that it remained abreast of the impact of the pandemic on local criminal justice systems. This ensured, amongst many

other things, that we were able to foresee a small increase to Court listings and deal with this proactively. Local relationships with HMCTS and the Police have reassured us that there is no anticipation of a sharp impending increase in cases for the YOS.

Notwithstanding the above, YOS caseloads are assessed at every Senior Management Team Meeting for oversight and to check capacity to cope with any potential small spikes. Throughout the pandemic and through systematic and transparent redistributions of work where necessary, YOS caseloads have remained at a manageable level.

Due to the service integration with wider children's services and inclusion on the Derby Derbyshire Children Safeguarding Partnership's Exploitation and Vulnerable Young Persons Group, YOS service users are regarded locally as vulnerable children and were prioritised alongside other groups of vulnerable children and young people for school access during lockdowns.

Children and young people have returned to School post pandemic and the YOS has developed systems with the local Pupil Referral Unit (PRU) to ensure good information sharing, joint-protocols and coordinated access to services through both the YOS and the PRU that can be delivered within or outside school which meet children's pastoral and health needs. Starting in September 2021, the YOS plan to roll out similar provision with other priority Schools in the city. YOS representation on the Secondary Placement Panel, at which placements for pupils that have been permanently excluded and also potential managed moves for pupils at risk from exclusion are discussed means that the YOS work in partnership with Schools to strive to avoid exclusions and use the managed move process to maintain children and young people in education where necessary.

Assessment by the Criminal Justice Liaison and Diversion Team, and YOS Health Pathway triage, including input from CAMHS and Clinical Psychology, means any young person who has not had a learning need identified at an early stage can be identified and referred to the right services to support these needs and we ensure schools the SEND team are apprised of this via our Education officer.

The YOS use a standard risk assessment across Children's Services when assessing the need for face to face or remote appointments. Lack of access to the right technology might mean a case worker undertakes a doorstep visit or meet a young person in a Children's Centre or Youth Club (whilst the service building remains closed due to the pandemic).

## **6. Challenges Risks and Issues**

There remain challenges for Youth Justice services locally, some of these issues have been touched upon in other areas of this plan but the full nature of the challenges of 'unlocking' and of the longer term impacts around the pandemic remain unknown at this

juncture and there remains potential for unknown future patterns of behaviour/crime/need/workload. However, there are (as mentioned) strong local multi partner arrangements at strategic level via the Derbyshire Criminal Justice Board, MAPPA and the Youth Justice Partnership Board, which allows a joined up horizon scan of potential future threats across the system and joint planning to address these threats.

Operationally, the YOS utilises performance data on a consistent and systematic basis, starting with an annual SIA to inform plans at the close and opening of each financial year. This allows themes and patterns around risk and need to be identified. This is augmented by use of data in YOS SMT meetings to ensure line of sight to issues as they arise in year.

#### **i. Child Criminal Exploitation**

Child Risk of Exploitation is a factor for many working across Children's Services. The YOS has arrangements in place with Children's Social Care and Barnardo's (who deliver an Independent Child Trafficking service in Derby) to triage all cases that might meet the threshold for a National Referral Mechanism and ensure the right support can be put in place, while weighing up the associated risks. Derby Children's Services is aiming to review its CRE strategy in 2021-22.

#### **ii. Health Provision**

Another local issue is the uncertainty regarding medium to longer term health funding to ensure the on-going viability of the Health Pathway, the cessation of which would leave a gap in relation to identifying, assessing and providing health services for children and young people and in the effective delivery of trauma-informed practice. The YOS has worked with partners across Derbyshire and Nottinghamshire (D2N2) to make a bid to the NHS Framework for Integrated Care and despite the bid eventually failing and the funding being awarded to another LA in the Midlands, the feedback on the bid was so positive and local partners were so persuaded by the joined up nature of the bid that NHSE are going to fund a period of consultation on how services across D2N2 can develop a framework approach similar to that failed bid made with significant Derby YOS contribution, but on a cost neutral basis.

#### **iii. Knife Crime**

Knife crime is an issue that presents a risk for a number of services, especially those situated in more urban environments. We completed an analysis of local knife crime trends during 2020-21 to assess whether this was becoming an issue for the city. We found that knife related offences had been stable over the past three and a half years (a slight increase was seen in 2018-19) and that the majority were at the lower end of seriousness. Further analysis of patterns of more serious assaultive offending where a knife was used revealed three offences of this nature from 2018-2021. We offer knife safety sessions through our seconded Police officers and will offer a lower tariff knife crime intervention from a commissioned service for cases coming through the OOCDC clinic to augment this.

We also offer a Drop the Knife intervention (provided by commissioned service) for cases of a higher assessed risk.

## **SEE APPENDIX C – ‘Derby YOS Knife Crimes Derby City Youth Offending Service Analysis’**

### **iv. Harmful Sexual Behaviour**

Harmful Sexual Behaviour (HSB) is a less frequent but high-risk area for youth justice services. The service has re-designed its offer due to local changes (a 0.5 FTE HSB post was vacated). There is now a broader offer for HSB work from a commissioned service (Action For Children), which offers greater economies of scale, as a greater number of practitioners across Action For Children are able to offer services, which mitigates risks of all specialist knowledge and skill base being held by one practitioner.

AIM 3 assessment training has been delivered to YOS and Children’s Social Care front line staff in 2020-21 and there is also now a process in place with the Children’s Workforce, Learning and Development Team to track assessment completion and ensure practitioners remain up-skilled in this area. YOS staff have received training in previous years on HSB intervention and we plan to develop this for Children’s Social Care front line staff, whilst we further develop the offer for HSB intervention for higher risk young people with Action for Children.

### **v. First Time Entrants**

A potential challenge on the horizon will be if the rate of reduction of First Time Entrants figures decreases or even starts to increase and then caseloads subsequently increase. This is to be addressed by way of development of an FTE protocol with the Police and CPS. Early discussions have taken place between the Head of Specialist Services in DCC and the Chief Inspector linked to the YOS and this work is being followed up by managers in both areas at a tactical level.

### **vi. Remands to Youth Detention Accommodation**

Secure remands to Youth Detention Accommodation continue to be a financial risk as the demand for these far outweighs the budget received from the YJB. There is scrutiny of all remands and robust alternatives are always offered to the courts. The number of remands reduced last year in comparison to 2019-20. However, the impact of COVID and three lockdowns (to date) must be borne in mind and we can never accurately predict the potential number of remands for the forthcoming year. There is Local Authority budgetary support to manage the remand budget and there has been an increase to this budget from the YJB, which goes some way to mitigating this risk.

### **vii. Reduced funding**

Any reduction in funding to the YOS will lead to staffing reductions, which means that it will be unlikely that the current contribution to crime and anti-social behaviour prevention activity can be maintained in its current form. It may become unviable altogether. Without such a service, there could be increased pressure on other areas of statutory intervention. This situation is potentially made more precarious due to the outcome of the PCC elections in May 2021, which has seen a new PCC for Derbyshire elected.

### **viii. Disproportionality**

Derby YOS considered the key findings from the YJB conclusions published in early 2021 around 'Ethnic disproportionality in remand and sentencing in the youth justice system. This was discussed in the February 2021 Senior Management Team meeting. Our local interpretation was that once demographics, offence-related factors or practitioner-assessed factors are considered; remand and sentencing decisions do not add to the disproportionality experienced by BAME children in Derby.

However, in some cases, demographics and offence-related factors do not explain the statistics, only practitioner-assessed factors do:

- There are more restrictive remand outcomes for Black and dual heritage children.
- There are fewer out-of-court disposals for Black, Asian and dual heritage children.
- There are harsher court sentences for Black children.

So, are practitioner's over-assessing risk with Black and Dual Heritage cohorts and is this the main vector for disproportionality in BAME Court outcomes?

We developed an action to add to the Youth Justice Plan 2021-22 to complete a focused piece of work on whether BAME children and young people (especially Black and Dual Heritage) are over-assessed. Other action to combat disproportionality is addressed elsewhere in this section (see feedback on actions post HMIP inspection 2018).

### **ix. Response to previous inspection recommendations**

Derby YOS was last inspected in June 2018 and received a 'Good' outcome. The service had a specific inspection action plan on the back of this with all recommendations having now been completed and the service now having one singular business plan as part of the annual Youth Justice plan. The recommendations and actions taken are outlined below:

- **Recommendation** - Accurately assess the safeguarding, wellbeing and vulnerability of all children and young people subject to an out-of-court disposal.
- **Response** - Out of Court (OOC) disposals are now part of a quarterly HMIP style case audit rota, that is completed by Team Managers with the findings presented to the Youth Justice Partnership Board. The findings identify improvements in risk

assessment work in the service. A copy of our last OOC disposals audit is contained below.

## **SEE APPENDIX D – ‘Report on the HMIP Style Case Audit of Out of Court Disposals (OOC) (Q2 2020-21) for the YJPB’**

- **Recommendation** - Identify and minimise the impact of discrimination and disadvantage in the criminal justice system, especially for girls, and children and young people from black and minority ethnic backgrounds.
- **Response** -The service captures local disproportionality in its annual SIA which has led to Derby YOS working with Derbyshire Police to investigate use of Outcome 22 for all children, but especially children and young people from BAME backgrounds. The potential to address disproportionality through the application of Outcome 22 with BAME children has been established in the Lammy ‘Independent review into the treatment of, and outcomes for, Black, Asian and Minority Ethnic individuals in the Criminal Justice System’ (2017). Furthermore, we have surveyed young people from BAME backgrounds and are in the process of writing up the findings. The YOS provides specialised services for young people from BAME backgrounds (including through links with the Al Hurrayya service and on the impact of discrimination activity through the Junior Attendance Centre) and we have developed a bespoke intervention for use with young people who have been victims of discrimination. We have also briefed our local judiciary on local patterns of disproportionality.
- We have developed a bespoke ‘Girls’ group’ to ensure that we tailor interventions to the needs of females who become involved in the youth justice system. This group encompasses services from across partnerships and we have plans for a ‘Boys’ Group’ in 2021-22. The volume of female offending halved in 2020-21 compared to 2019-20.
- We have seen a reduction in overrepresentation of Black young people in the Youth Justice system locally in 2020-21 by 5% compared to the year prior. Asian young people are under-represented in the system in the city and Dual Heritage young people have seen a 1% increase in over-representation from last year and this represents a 6% over-representation locally.
- **Recommendation** Ensure that the needs and wishes of victims are given greater attention by YOS staff.
- **Response** - We have significantly improved our rate of victim engagement, including direct reparative work and ensuring that victims wishes inform work with children and young people. Reparative and victim services are more responsive and better aligned to core service activity and we also offer victim and reparative services to cases that come from our OOC disposals clinic.
- In 2020-21 -131 cases were referred to Remedi - 107 were eligible/contactable and were contacted. 96% victims have been involved in a restorative process in Pre-court and Post Court work; 15% took part in direct RJ and 85% took part in indirect RJ.148 indirect processes were undertaken. (Some victims take part in *more than one* piece of work.) and 20 Direct processes.

The Joint Targeted Area Inspection in Derby in 2018 identified that Children's Social Care services were potentially missing an opportunity to utilise YOS expertise, particularly regarding Harmful Sexual Behavior. We have therefore set up systems to ensure the YOS retains close links with the Initial Response Team (IRT) in the Children's Social Care front door to ensure any risks associated with, not only HSB but broader risks, can be discussed.

There is a virtual duty system, so that the YOS duty manager can be contacted by the IRT manager and the YOS Team Manager leading the Derby YOS safeguarding agenda and with established links with Children's Social Care attends team meetings in IRT every 6 months to retain proximity, though this has been hampered to some degree by the COVID-19 pandemic. IRT have trained access to the Child View recording system to ensure checks can be made on involvement with the YOS.

The Resettlement thematic inspection report in 2019 recommended that YOT's:

- **Recommendation** - Deliver their statutory responsibilities and ensure that they are actively and fully involved in resettlement cases throughout the sentence.
- **Response** - Derby YOS already had a Resettlement Manager and case worker in place to improve resettlement work and maintain links with the secure estate.
- **Recommendation** - Advocate persistently and strongly on behalf of their cases in custody to ensure their needs are met.
- **Response** - This was a specific area identified during the 2018 HMIP Inspection of Derby YOS. In response, we have developed systems with our most frequently used custodial facility (HM YOI Werrington) that includes an Escalation Process to ensure that when a frontline practitioner feels a young person's needs are not being met, we can now efficiently and expediently escalate up the chain of command to effectively advocate for that young person. We have also (through our resettlement lead practitioners) implemented quarterly meetings with our Single Point of Contact at HM YOI Werrington where issues can be identified and mitigated. Furthermore, HMPP are represented on our Custody Scrutiny Panel to ensure that where there are areas of need or risk associated with a young person, information is shared and services are put in place to support effective rehabilitation and safety.
- **Recommendation** - Inform and involve young people in custody as soon as possible about the conditions they will be including on the young person's licence.
- **Response** - The development of Resettlement Manager and Officer posts has ensured skills have been developed in engaging young people in resettlement planning, including regarding requested licence conditions and the rationale for these. We have a long, established and experienced staff group who have all managed custody cases and who balance Child First principals with the need for clear and robust risk management.

The YOS was part of a Local Area SEND inspection in 2019 and the Local Area is due to be re-inspected, potentially before the end of 2021. The outcome for the YOS was positive in that it was able to identify the number of young people in the service who had an

Education, Health and Care Plan to identify offending rates pre- and post-intervention for this cohort.

#### **x. Response to HMIP Annual Report**

Derby YOS has, as a management team (in the March 2021 Senior Management Team meeting), considered the findings from the HMIP annual report published in November 2020 so that they could be considered in the context of Derby YOS service delivery and planned development. Below is an attached summary from that meeting.

#### **SEE APPENDIX E – ‘HMIP Annual Report on the Inspection of Youth Offending Services’**

This plan has already covered several of the areas identified in the annual report and Derby YOS’ response to this. Therefore, we will outline any areas not already covered below.

In regards to child violence, we know in Derby that low gravity score violence is our main offence type and we have addressed this via increased focus on our Health Pathway interventions, which aims to address issues such as comprehension, impulsivity and decision-making and other symptomatic presentations that can often be related to trauma or neuro-developmental issues. We also employ a Parenting Officer trained to deliver the Non-Violent Resistance Programme and more staff being trained in this approach this year, as part of a broader group of staff across Derby City Council.

Regarding risk and risk management, we have undertaken detailed, local analysis of work completed to assess and manage risk, the report is attached below. What we learnt from this is that our approach (guided by our high-risk policy) impacts positively on offending volume and seriousness but that assessments do not always reflect this. A session on assessment of risk and avoiding risk averse assessment practice was delivered to staff as a result of this finding.

#### **SEE APPENDIX F – ‘Impact of Risk Work in Derby YOS’**

Regarding Out of Court (OOC) disposals, we plan to review and refresh the Derby YOS Prevention offer this year. OOC disposals work is quality assured through quarterly HMIP themed case audits (which may move to a 6 monthly frequency if the Youth Justice Partnership Board are assured of grip in this area of work), so we, as a service ensure we take this area of work as seriously as our post-court work to ensure we address the risk of advancement into the formal youth justice system for young people.

The offer for Looked After Children is detailed in our CONCORDAT arrangements across partner agencies. This work is led by the Head of Specialist Services and supported by middle and senior managers across the Children’s partnership within the local footprint. We complete an annual report to check progress against arrangements and the most up to date report is located below. The report is scrutinised by both the local Corporate

Parenting Committee and the YJPB and last year's report saw improvements in data from a YOS perspective, i.e.:

- 56% fewer offences.
- 51% fewer court appearances.
- 24% more face to face contacts and no breaches.

The next report will be completed in late summer 2021, with a view to this being an agenda item for the autumn Youth Justice Partnership Board.

**SEE APPENDIX G – 'Update Report on Reducing the Criminalisation of Children in Care through the Derby CONCORDAT'**

## **7. Prevention**

### **i. Current Partnerships**

#### **a. Localities**

The YOS have strong local partnerships with respect to preventing children at risk of offending from progressing into the formal Youth Justice System. Derby YOS employs four Youth Crime Prevention Officers (YCPO) three of whom are located within Multi Agency Teams (MAT's) based in different localities throughout the city. The MAT's consist of a mix of professionals from different backgrounds who work together to provide early intervention support for young people based on a locality/neighbourhood working model.

The YCPO's in the MAT's receive referrals from the weekly locality-specific Vulnerable Childrens Meeting (VCMs) where individual cases are triaged with a view to identifying what the key strengths and risks are and who the most appropriate professional is to work with the young person. This model ensures that YCPO's can receive referrals from a wide variety of professionals including Education, Health and Social Workers. This helps to ensure young people at risk of offending are picked up at the earliest opportunity, prior to involvement with the formal youth justice system and, in some cases, Police, and safeguards against children that would benefit from an early-intervention YOS service from slipping through the net.

Day to day management of the YCPOs is provided jointly by the MAT Team Manager and YOS Team Manager responsible for Prevention agenda delivery.

#### **b. Out of Court Disposal Clinic (OOCDC)**

The Out of Court Disposal Clinic (OOCDC) is a multi-agency triage forum where young people who have committed a first offence and/or lower gravity offences are triaged to determine the most appropriate pre-court outcome. The key function is to divert young people from entering the Criminal Justice System, where possible. The OOCDC facilitates

the gathering of information from a range of sources to support the decision-making process to determine the most appropriate intervention to meet a young people's strengths and needs and to prevent further offending behaviour.

Representatives from key partners that attend the OOCDC include:

- YOS Team Manager.
- Police.
- Education.
- Multi-Agency Team Managers.
- Health (including the Criminal Justice Liaison and Diversion Team).
- Victim Liaison Officer

### **c. Police**

Derby YOS have the benefit of two seconded Police Officers based in the service. These officers are jointly managed by a Police Sergeant from the Derbyshire Constabulary and the YOS Team Manager. The Officers support the delivery of the Prevention agenda by co-facilitating the OOCDC. The officers provide vital intelligence, including regarding the circumstances around the offences and young people discussed at the OOCDC. The officers are also able to provide specific work with young people receiving a Prevention intervention; such as knife crime and Police perceptions work that helps to break down barriers and to build trust.

### **ii. Plan**

#### **a. First Time Entrant Protocol**

The YOS will be completing a proposal to launch a Multi–Agency First Time Entrant Protocol, using the CONCORDAT model to develop a set of principals it is hoped that all partner agencies will agree and support in preventing young people from entering the Youth Justice System, where possible. This will involve identifying a pathway of actions and identifying the criteria that should be taken into account before a young person is presented to Court. The protocol will identify the multi-agency support available to deliver interventions to meet the target for reducing First Time Entrant numbers. The proposal will include a Multi–Agency action plan to support launching and developing the protocol.

#### **b. Concordat**

During this period, we aim to further integrate the Prevention team in the delivery of the CONCORDAT. Youth Crime Prevention Officers will attend Enhanced Case Management Meetings, which are Multi–Agency meetings that assesses the interventions provided to LAC who present with risk of offending or offending behaviour which could lead to a conviction. YCPO's will provide advice on interventions and receive referrals from this forum.

## 8. Risk and Risk Management

Risk Management at Derby YOS is undertaken in accordance with the Derby YOS High Risk policy which includes the following:

- Risk definitions including Risk of Serious Harm (RoSH) and Safety & Wellbeing Concerns (S&WC).
- Assessment and planning protocols.
- Risk Management protocols, including a number of Risk-Related forums; e.g. Manager-led: Risk and Safety Management Meetings (RSM), Custody Scrutiny Panel (CSP), Compliance Panel. Practitioner-Led: Intervention Planning Clinics (IPC).
- Recording protocols, including recording on electronic case management systems.
- Protocols for partnership working with Children's Social Care in relation to Child Protection and Child in Need safeguarding protocols.
- MAPPA categorisation and levels.
- Protocols for identification and management of high-risk cases under MAPPA protocols.
- Escalation Policy, including managing potentially dangerous situations at the Derby YOS office base.
- Protocols for assessment and management of children with Harmful Sexual Behaviour (HSB).
- Protocols for assessment and management of children who are vulnerable to exploitation in the context of extremism, including Prevent and Channel strategy and protocols, for which a YOS Senior manager is a permanent panel member.
- Partnership arrangements and protocols relating to Victim Liaison and Support Services.

MAPPA Partnership Strategic Arrangements, including:

- MAPPA Meetings involving the Derbyshire MAPPA Coordinator, Derbyshire NPS and all Derby YOS Operational Managers every 8 weeks.
- Annual strategic review of MAPPA with the aforementioned participants.
- Collaboration between Police, NPS and YOS regarding design and delivery of MAPPA-specific training to YOS practitioners.
- DIP Sampling of MAPPA level 1 cases (i.e. all MAPPA nominals without direct input from the MAPPA Co-ordinator) conducted by the MAPPA Co-ordinator.
- Chairing of all MAPPA level 2 and 3 cases by a Derbyshire MAPPA Co-ordinator.

An Annual Congruence audit is completed to check that the correct referral and subsequent activity as described in the Derby YOS High Risk Policy has been completed for all cases that meet one of the following criteria; High or Very High RoSH; High or Very High S&WC; Index Knife Offence; Index Sex Offence; MAPPA Nominal. The findings of the audit are reported to the Youth Justice Partnership Board (YJPB) annually.

## **SEE APPENDIX H – ‘Report for Youth Justice Partnership Board - Biannual High Risk & High Risk Policy Fora congruence checks\_July 2021’**

An annual RoSH Impact report, which identifies all High and Very High RoSH cases, any activities that were undertaken under the High Risk Strategy with respect to the management of those cases and an illustration of the impact of intervention based on reoffending rates, gravity and assessed risk levels (RoSH and S&WC).

## **SEE APPENDIX F – ‘Impact of Risk Work in Derby YOS’**

An annually reviewed Risk Register informs Derby YOS on risk-types and demographics within the Derby YOS service and across the city and facilitates the targeting of resources.

Partnership work across the Council and other local area partners (including safeguarding services, Police, Safe & Sound, Barnardo’s) for the purpose of safeguarding children at risk of exploitation, which includes:

- Child Related Exploitation Protocol; including standardised CRE Screening tools and fast-track referral processes into the Derby City CRE Lead for ongoing Strategy Meeting support.
- CRE Training and refreshers; delivered annually by Derby City CRE Lead and refreshed when there are any new developments.
- Partnership with Barnardo’s for the maintenance of protocols for the referral and support of relevant children, partnership work with Independent Child Trafficking Advocates (ICTA) and provision of YOS training by Barnardo’s specific to County Lines exploitation, Modern Slavery and National Referral Mechanism (NRM).

Partnership work under a ‘Working with Harmful Sexual Behaviour’ Strategy that sets out the AIM 3 HSB assessment model and details how this is applied across Children’s Services within Derby City, including Specialist and Child Safeguarding Services, and through allocation and training co-ordination by the Workforce Learning and Development Team, in cases where children have exhibited harmful sexual behaviour. Intervention training is booked for December 2021.

## **SEE APPENDIX I – ‘CYP - Working with Harmful Sexual Behaviour Version 4. March 2021’**

YOS Seconded Police Officers responsible for (amongst other responsibilities):

- Alignment with Missing Persons Monitoring Group (MPMG) chaired by the LA strategic lead for missing children.
- Alignment with CRE Tasking meetings held by Derbyshire Police.
- Accessing and sharing information held on Police intel and IT systems (e.g. Niche) internally in the YOS.

- Maintaining information sharing protocols with British Transport Police and the Police Child Abuse Unit for the purpose of identifying children at risk of County Lines Exploitation and sharing information pertinent to safeguarding.
- Sharing of information by Seconded YOS Police Officers immediately with Case Managers when a child is identified that is already subject to YOS supervision or cascaded down from fortnightly YOS Service Managers' meetings when risk is general or not time-dependant.

Targeted group sessional content for female children receiving a service from YOS in the form of the Girls' Group which includes:

- Safeguarding input from Safe and Sound and Police among other professionals specific to the risk to females in relation to County Lines and gang-related exploitation.

### **SEE APPENDIX J – 'Girls in the Criminal Justice System - Derby YOS Girls' Group Overview'**

Partnership work across key agencies (e.g. Police, Women's refuge, Victim Liaison, Social Care, NPS, Health, Education etc.) channelled through the Domestic Abuse Perpetrator Panel (DAPP) and Multi-Agency Risk Assessment Conference (MARAC) to ensure total coverage across offender-led (DAPP) and victim and child-led (MARAC) services and including coordinated delivery of the DRIVE intervention delivered by GLOW for domestic abuse perpetrators of 16 years of age or older.

## **9. Re-Settlement**

The YOS has a set of robust arrangements in place to ensure the small group of young people who are sentenced to custody or made subject to a secure remand in Youth Detention are fully supported, their outcomes are not negatively impacted and that there is good resettlement planning for them on return to the community.

The service has a Team Manager and case worker dedicated to custody arrangements including oversight and coordination of the YOS' key multi-agency forum for providing added value to cases at risk of or subject to custody; the Custody Scrutiny Panel (CSP). The CSP includes representatives from the HMPPS to ensure key lines of communication with the secure estate at a tactical level inform quality planning for young people at the CSP.

In 2019, the service underwent a Resettlement inspection with HMIP and HMI Prisons, as part of a thematic inspection to look at the transition from custody to community for young people. The feedback was in the main was very positive and key positives identified included:

- The Custody Scrutiny Panel and Resettlement Framework
- The role of the Resettlement Officer and Custody Officer.
- Delivery of knife crime work
- Good community support
- Creative use of licence conditions
- Positive direct feedback from young people.

Some areas of improvement were noted and these have been covered in the preceding section of this plan.

## 10. Disproportionality

Each year, through its Strategic Intelligence Assessment (SIA), Derby YOS assesses any level of disproportionality in the local youth justice system and addresses key issues accordingly as part of planning and delivery processes via the Youth Justice Plan.

What our SIA tells us is that, with regards to ethnicity changes in our cohort, we have seen a reduction in Asian young people (-10%), Black young people (-14% across combined categories of Black young people), Dual Heritage young people (-16%) and White British young people (-6%).

This is positive, in that the rate of local reductions in involvement in the Youth Justice system for BAME groups has increased. This is in direct comparison to prior intelligence that saw greater increases for White British groups of young people compared to their BAME counterparts, which had been the case for several years.

We still face challenges however, as whilst White British young people involved in the YOS locally is 5% lower than the City figure, for Dual Heritage young people it is 6% higher than city figure and for Black heritage young people it is 5% higher than city figure. However, for Asian young people, it is 4% lower than city figure. There has also been a 5% decrease in disproportionality for Black heritage young people since last year and for White British young people there was no change from last year, whilst for Dual Heritage young people there was a 1% increase from last year.

In order to achieve some of the gains, we have completed work with the Magistrates Bench and Court Users' Group on local disproportionality data, delivered staff training on the presentation and impact of Neuro-Developmental Disorder and Learning Difficulty and Disability within BAME groups and sourced Unconscious Bias training that was attended by all staff on a mandatory basis to safeguard against the mis-assessment of unmet need as risk, especially in non-White cohorts. This is a solid start, but further work is planned that has been outlined elsewhere in this plan.

## 11. Effective Practice

Derby YOS are committed to sharing, and accessing, best practice with, and from, other Youth Justice services, predominantly in the East and West Midlands and surrounding areas. This is mainly facilitated through the following activities:

- Contributing to the Youth Justice Board Developing Practice Forum (YJDPF), for which Derby YOS have consistently provided a member of Senior Management since the reinvigoration of the Forum in 2016.
- Contributing to the Youth Justice Board's regional Heads of Service meetings.
- Contributing resources to and accessing resources from the 'Youth Justice Resource Hub' maintained by the Youth Justice Board.
- Contributing knowledge and resources to the 'Basecamp' web space maintained by the Youth Justice Board.

Some examples of best practice shared by Derby YOS in the past 12 months are provided below, with supporting evidence where available:

- Sharing the Operational Working Agreement, protocols and templates relating to the partnership working model created by Derby YOS with Derby City's Pupil Referral Unit (Kingsmead School) for the joint management of children open to both services with Coventry YOT (April 2020).
- Sharing the Remote Reparation Model with the YJB via the Youth Justice Resource Hub. This model was developed by Remedi (Restorative Justice Service) in partnership with Derby YOS as an alternative delivery method while the country faced intermittent restrictions and lockdowns related to Covid-19 (May 2020)
- Sharing Derby YOS' infrastructure, protocols and templates regarding the Quality Assurance of AssetPlus assessments and plans with the YJB via the Youth Justice Resource Hub (July 2020)
- Sharing the Escalation Policy and Procedures that Derby YOS developed in partnership with Werrington with the YJB via the Youth Justice Resource Hub (Sept 2020)
- Supporting Leicester YOS in the development of their own services by advising them on their Junior Attendance Centre arrangements through sharing Derby YOS' B.E.S.T. Programme and JAC delivery model and providing direct access to Derby YOS' Strategic JAC Lead Manager (Sept 2020)
- Sharing Protocol and Scripts created by Derby YOS relating to Police requests for accommodation for children they are holding in Police cells with the YJB Regional Heads of Service Group (Sept 2020)

- Sharing Risk and Safety Management Meeting (RSM) structure, protocols and templates created by Derby YOS with Staffordshire YOT following their request (November 2020)
- Advising Staffordshire YOT on the delivery of substance misuse services based on structures and protocols established by Derby YOS (Jan 2021)
- Sharing resources created by Derby YOS with Hackney YOT to support their in-house Pre-Sentence Report training (May 2021)
- Sharing Pace and Bail Beds Script created by Derby YOS with the YJB via the Basecamp electronic platform maintained by the YJB (May 2021)
- Sharing PSR templates and guidance created by Derby YOS with Nottingham YOT via the Basecamp electronic platform maintained by the YJB.

A recent illustration of how Derby YOS have already accessed wider knowledge within the Youth Justice sector and used that learning to shape Derby YOS service delivery since 1<sup>st</sup> April 2021 relates to the delivery of 'Prevention and Diversion' activities, following engagement in a Youth Justice Diversion and Prevention Forum themed workshop in May 2021. Having contributed fully to the discussion of philosophies, relevance to the Youth Justice Board's Strategic Plan for 2021-24 and sharing of policies, infrastructure and protocols, Derby YOS have revisited the provision of Prevention and Diversion intervention and activity with key partners in Police and Courts (including Crown Prosecution Service) to begin work on a shared First Time Entrant (FTE) Protocol which will provide a platform for consistent deployment of resources across the Police, YOS and via the Derby YOS Out of Court Disposal Clinic (OOCDC) to meet the needs of children who are assessed against a checklist and/or triaged at OOCDC for suitability to pre-FTE support.

## **12. Education and SEND**

As aforementioned, Derby YOS is clear in regard to the number of children and young people under its OOC and post-court work who have an Education, Health and Care Plan in place. Almost all EHCP's for YOS children and young people come under the category of social, emotional and behavioural needs. There are arrangements for working with both this group and other children and young people who could come under the broader scope of SEND and these are outlined below.

The work of Derby YOS in relation to SEND is described in the Derby YOS SEND Pathway, which details how children and young people with SEND are identified and communicated with key partners so that education delivery and the sharing of assessments that is sensitive to SEND can be facilitated, including through communication with the secure estate, the Connexions service and the Derby SEND Team, including under the 'SEN Code of Practice'.

To ensure Derby YOS are involved in the operational processes through which school exclusions are reviewed, thereby ensuring YOS input into the making of sustainable placements suited to strengths and needs of statutory school age pupils under YOS supervision and that the education of these children is coordinated with Youth Justice service delivery, Derby YOS employs an Education Officer who is responsible for a number of key functions:

- Contributing to the Derby City Secondary Placement Panels (SPP) through which placement and transfer (between schools) of statutory school age pupils is considered, with the YOS Education Officer challenging any process whereby a child may be unfairly excluded from education, such as long-term exclusions or exclusions that may not have occurred had the child not been involved in the YJ system or processes to transfer a child to a Pupil Referral Unit (PRU) or be considered for Elective Home Schooling without a fair chance to prove that they can amend their behaviour sufficiently to remain in Mainstream Education.
- Working closely with the Education Welfare (EW) team so children with poor attendance that are open cases to Derby YOS can be identified and offered additional support.
- Working with the Derby City lead for Elective Home Schooling so that home-schooled children that are open cases to Derby YOS can be identified and offered additional support, including requisitioning resources to enable effective home-schooling where this is the most defensible option.
- Communicating directly with the secure estate and, where appropriate, facilitating communication between the secure estate and key community services (e.g. Derby SEND Team, Connexions Personal Advisor Service) to in turn facilitate a smooth transition of education provision.
- Managing access to both Derby YOS (ChildView) and Derby Schools (Synergy) IT systems to ensure congruence of information held on both systems is thoroughly checked for all children currently receiving a YOS service.

In addition, the Derby YOS Education and SEND Team (comprised of the Lead Officer, who is a Senior YOS Manager, and the Education Officer) have developed a strong partnership with the Derby City PRU (Kingsmead School). This group is completed by the Deputy Head of Kingsmead School and meets every term to review arrangements to deliver the following core activities:

- Effective coordination between the YOS and the PRU with respect to the delivery of YJ and education services for children who receive services from both and are subject to Intensive Supervision & Surveillance (ISS) and/or Education Requirement aspects of a Youth Rehabilitation Order; including shared setting of targets for attendance and behaviour that are enforced through the requirements of the YRO.
- Effective coordination between the YOS and the PRU for the purpose of ensuring engagement with each other's key processes; for example education and/or behavioural management reviews at the PRU and Risk and Safety Management meetings held by the YOS and Education Health and Care Plan (EHCP) reviews contributed to by both agencies with the Derby SEND Team.

- The delivery of half-termly Operational Meetings in which all children that are both pupils at the PRU and in receipt of a service from the YOS are identified and through which attendance, attainment and emotional wellbeing are tracked, keyworkers at both agencies are identified and put in contact with each other, additional service delivery, including under the Graduated Approach, is considered and key dates are shared.
- The delivery and review of communication protocols that identify any PRU pupil that has entered the secure estate by virtue of remand into custody or local authority accommodation or custodial sentence on the day of Court activity so that their whereabouts is immediately known and communication between the PRU and the secure estate for the benefit of the child's education can be instigated in a timely fashion.

Plans are in place in 2021-22 to access the Termly Derby City Deputy Heads Forum to describe the Operational Working Agreement established between YOS and PRU and work to extend this offer to mainstream schools, prioritising those with the highest proportion of statutory school age children that are receiving a YJ service.

With regards to children no longer of statutory school age, Derby YOS have strong partnerships with the Connexions Personal Advisor service for the shared purpose of supporting children 16 to 25 years of age to access, and be supported to maintain, education, employment or training (EET) sensitive to their SEND and strengths. Children and young people that are not in education, employment or training (NEET) are identified to Connexions at the point of allocation to a YOS practitioner through an established communication protocol. Derby YOS and Connexions hold quarterly strategic meetings through which arrangements are reviewed.

In addition to the above, Derby YOS employs a Sessional Worker with responsibility to deliver the B.E.S.T. programme through the Junior Attendance Centre (see below). This Sessional Worker provides significant additionality for children and young people that are referred into the JAC and their work is coordinated with the Connexions service through an Operational Working Agreement that defines each service's role and transitioning from B.E.S.T. programme into Connexions following B.E.S.T. programme completion.

Furthermore, the YOS Health Pathway (described elsewhere in this Plan) is an additional vector through which SEND and strengths are identified, through the involvement of a CAMHS Nurse, NHS Clinical Psychologist and NHS Emotional and Emotional Wellbeing Worker, with protocols in place to coordinate any SEND related service delivery between YJ and education services and the Derby School Nurse Team.

### **13. Junior Attendance Centre**

The Junior Attendance Centre (JAC) has maintained focus on development of sessions to increase confidence, self-efficacy and motivation to desist from offending behaviour. A review and refresh in 2019 has enhanced opportunities for young people to build

knowledge and skills that aid desistance from offending and gain qualifications in preparation for working life. A well-established programme of intervention has been proving effective in the City and is aligned with the JAC Operating Model, emphasising its focus on education and training. Intervention under the JAC is also aligned with the Child first, Offender Second principle.

The City has maintained its Officer in Charge and employs a Sessional Worker with extensive careers service experience. These staff deliver the B.E.S.T programme. (**B**uild on **E**ducation and **S**kills to **T**ransform lives), which was itself underpinned by Derby YOS actively seeking the ‘Voice of the Child’ through consultation which influenced a move away from a JAC that was restricted to a Saturday morning delivery slot and which was focused on check-ins and compliance-orientated to a more flexible delivery model that focuses more on developing skills and preparing for adulthood, alongside criminogenic intervention where necessary. These changes have seen a significant increase in the number of young people accessing the JAC and the number of referrals made by Derby YOS Case Managers. There also has been an increase in the Court’s confidence in the JAC, with the Attendance Centre Requirement as the JAC is regularly used to strengthen PSR conclusions; supporting community outcomes and thus reducing the likelihood of custodial disposals.

Despite working under Covid 19 restrictions, the JAC has offered intervention with young people via (mainly) virtual approaches. While a small proportion of young people reported finding this more difficult, the majority of young people preferred this, as it aided their engagement. The service forecasts further growth in demand for interventions under JAC. Any reduction in funding for JAC would leave a significant deficit in service delivery and disrupt embedded provision that has demonstrated effectiveness, especially in increasing desistance factors.

Between November 2018 and 2019 a total of 43 sessions were offered. It should be noted there was only the one Officer in Charge in post at this time with no additional staffing. The later data shows an increase in the number of sessions completed (324). The 324 sessions were undertaken with 43 young people between these dates.

**Table 9 - Significant increase in total number of completed JAC sessions from 2018-19 to 2019-20**

Year	Total number of completed sessions
November 2018 to November 2019	43
December 2019 to December 2020	324

The work of the JAC compliments the statutory delivery of work from the Connexions Service and joining up services facilitates improved outcomes for young people. The Connexions service is statutorily responsible for delivering information, advice, guidance and support services for 16-25 year olds who are NEET (not in education, employment or

training), whilst JAC B.E.S.T Programme provides intensive, integrated life-skills support that includes support with access to education, employment and training (EET). There is a service level agreement in place to clearly define this partnership working which sets out the two service's complementary roles.

The JAC has been instrumental in Derby YOS delivering the Personalisation Project funded by NHSE, which has been used to purchase essential items such as laptops and work clothes to enable young people to attend apprenticeships, work experience and access virtual learning which itself is often set up under the auspices of the Junior Attendance Centre in partnership with Connexions. Future funding would be advantageous and result in more young people being offered support to access EET which remains vital as many services continue to work virtually.

The Officer in Charge (a former Police Officer) has implemented programmes to; address perceptions of the Police Force; examine the impact of knife and road crime; focus on personal and internet safety.

**Table 10 - Number and type of individual sessions undertaken by the JAC Officer in Charge between December 2019 and 2020**

Type of session completed	Number of completed sessions
Personal safety, social media, internet safety and life skills	27
Knife crime and weapon awareness	17
Police perceptions, understanding your rights and the Law	15
Road safety	3
Other	1

**Table 11 - Number of individual sessions undertaken by the JAC Sessional Worker between December 2019 and December 2020**

Type of session completed	Number of completed sessions
Careers guidance	123
Working CVs	59
Supporting work with training providers	58
Active job search and interview techniques	15
Other	14

In examining reoffending data; of the 43 young people worked with under the JAC, 75% have not reoffended during the 12 months period they have been engaged with the JAC.

**Table 12 - Education, employment and training status (EET) of the 43 young people worked under the JAC as of December 2020**

Education, employment and training status	Number of young people
EET	27
In school	6
Under offer	6
NEET	4

NB: 'Under Offer' means that a placement has been offered and a start date has been agreed. 'In School' relates to those who remain of school age and are therefore on roll with a school or Pupil Referral Unit.

Magistrates and District Judges have expressed through feedback following presentations made to the Magistrates' Bench and the Court Users' Group by Derby YOS and in their comments in Court that they have been impressed with the JAC,. Derby YOS' positive working relationship with the Court enables us to keep the Court abreast of service developments such as the JAC so that the impact is maximised through a shared understanding of purpose and benefit amongst key stakeholders

Development of the Junior Attendance Centre has become an asset, with ring fenced grant money funding the Officer in Charge and Sessional Worker posts. Performance data from the last 12-month period demonstrates a positive shift in outputs and outcomes.

## 14. Service User Feedback

Despite the Coronavirus pandemic significantly disrupting the main source of service-user feedback deployed by Derby YOS; that being the completion of the 'Derby YOS Order End Questionnaire', sufficient completions were still returned to warrant meaningful end of year analysis which has informed the Derby YOS Youth Justice Plan 2021-22.

There are several key findings of the Derby YOS Returns Analysis 2021-22, both quantitatively and qualitatively, that are referred to below:

Since the completion of the 2019-20 Returns Analysis identified that the 'typical' respondent was significantly more likely to be a white, heterosexual, non-disabled male, some questions were rephrased and team training was provided with the aim to create

better conditions for the inclusion of a higher proportion of non-white and otherwise diverse respondent.

Significantly, between the 2019-20 and 2020-21 Returns Analyses, there has been a significant shift in respondents from being a majority White (60/40 split) to being a majority BAME (60/40 split) cohort alongside a significant reduction in respondents reporting they are heterosexual (down 16%) and a significant increase in respondents reporting they are disabled (up 15%) which suggests that efforts to encourage a more diverse cohort of respondents have been fruitful.

100% of respondents reported that their YOS worker was 'fair' and at least 93% of respondents also reported that their YOS worker was 'polite', friendly and supportive. All of which were increases on the preceding year and reflect Derby YOS' prioritization of high-quality and supportive professional relationships as the foundation for effective youth justice intervention.

There were significant increases in the proportion of respondents that felt the YOS could not have done more to help them (71%>86%) or their families (45%>69%), which arguably reflects the broadening of the YOS offer to families alongside the YOS seeking new, productive service-relationships with partners in statutory and voluntary services and in the community to provide YOS service-users with an holistic service.

'Helping me to feel Happy' and 'Helping me to choose better friends' were the two aspects of YOS service-delivery that saw the biggest positive shifts in popularity since 2019-20 which further reassures Derby YOS that the work that has gone into establishing the YOS Health Pathway that is designed to assess, triage and meet service-users' emotional and mental health needs has been well targeted and well received.

The most commonly reported methods through which service-users reported that their families had received support that was important to them were in 'giving information and advice', 'getting help from other services' and 'helping us all to get on'. This suggests that the work delivered by the YOS Supporting Families Team (SFT), whose focus is to deliver intensive, short-term support to target specific domestic or relational issues has been well targeted and received.

Qualitatively; 77% of respondents chose to give additional feedback, of which 100% was positive; with the themes expressed being; praise for the quality of the relationship between the respondent and their YOS worker(s) (70%); extended thanks to the YOS workers (20%); helping the respondent and their family feel safe (10%).

Of the Respondents that were issued a questionnaire, 100% gave an overall rating of 9.5 out of 10 or higher for their YOS worker (21% gave 9.5 and 79% gave 10).

## **15. Substance Misuse**

Derby YOS have the benefit of a co-located NHS Breakout (Children's Drugs and Alcohol Service) team, comprising one manager and two practitioners, who deal exclusively with referrals from the YOS and from the Derby City Leaving Care Service, while remaining fully integrated with wider NHS Drugs and Alcohol service delivery (children and adults). All support offered by Breakout is confidential (as an NHS service) but in all cases Breakout Practitioners support children on a 1-to-1 basis to consider the advantages of providing detail about the child's journey to the child's YOS worker through a consent form that children are asked to complete if comfortable to do so. In the event that consent is not given, Breakout Practitioners report in all cases on whether the child attended planned sessions and whether, in general, they are working well with Breakout. Prior to service delivery commencing, the Breakout Practitioner, the child's YOS Case Manager and the child (and parent/carer where desired) meet to support the child to understand the nature of the service offered, the child's rights to confidentiality (and the circumstances under which this is superseded) and the reason for the referral.

Breakout have an agreement with Derby YOS to offer 3 generic sessions on harm-reduction and awareness-raising (related to the substance(s) indicated in the referral) on a statutory basis, with ongoing support (limited only by the recipient remaining under 18 years of age) that includes strategies to support reductions in use, such as; work on the child's own drug and/or alcohol use; acupuncture; substitute medication; relapse prevention support and support to transition to adult Drugs and Alcohol services where necessary offered to all children following the 3 statutory sessions.

## **16. Objectives for 2021-22**

The key priorities within Youth Justice plan are twofold, reflecting national and local performance indicators that are driven by community factors and local priorities for children and young people in Derby City.

**Partner Agency and Youth Justice Performance Priorities are:**

### **Youth Justice Board Strategic Plan 2021-24**

The YJB has identified three strategic pillars that will help them work towards their Child First vision. The three pillars are captured below:

- Through clear leadership, we empower our people to intelligently use our resource and operate as an exemplary public sector organisation and employer.
- Our unique statutory oversight function enables our effective monitoring of the operation of the youth justice system.
- The leadership and guidance we provide to our partners helps drive system improvement for children and achieve better outcomes.

Sitting below these pillars are sets of priorities that outline how the more strategic aims will be met and drive the vision of a Child First youth justice system.

### **Early Help and Children's Social Care Services Objectives:**

The vision of the Early Help and Children's Social Care Business Plan 2021 is to enable Stronger Families and Resilient Children through; the delivery of strength-based practices; providing children and their families with targeted early help where required or where children and young people are thought to be at risk of harm; taking steps which aim to make sure they are kept safe; measuring success against the FLOURISH outcome framework. The key objectives within the plan that have a relationship to youth justice services and outcomes are:

- The Staying Together team will work with targeted families to prevent escalation into care.
- SEND pathways will be delivered to ensure children and young people live their best life.
- The Children's Home Strategy and cluster homes programme will be delivered.
- A Place Based Risk approach to managing demand with partners and community will be embedded.
- The Heritage Pledge for Looked after Children will be implemented.
- The voice of children and young people will be used to shape and inform services.
- The Workforce Development Programme will be delivered to further develop skills in Strengths Based Approaches.

### **Criminal Justice Board Objectives:**

- Re-visit the Reducing Reoffending Strategy and priorities.
- Set the Domestic Abuse/Sexual Violence Governance priorities by July 2021.

### **Police and Crime Commissioner Objectives:**

At the time of writing the 2020-21 Youth Justice Plan, the Derbyshire Police and Crime Commissioner (PCC) elections had only recently taken place and led to a change in PCC. The PCC plan was not available and therefore we were awaiting the plan and objectives.

### **Derby and Derbyshire Clinical Commissioning Group Objectives:**

- Develop a health crisis response and safe places approach for vulnerable young people.

- Review health input into YOTs across the NHS Clinical Commissioning Group (CCG) footprint.

## 17. Service Business and Improvement Plan

The service business and improvement plan reflects the Youth Justice Boards vision of child first offender second by developing services that are trauma informed and aim to understand young people, using services and interventions that work in conjunction with the theories of desistance and the 'Good Lives' approach.

We have clearly identified actions that pertain to all areas of our National Standards Self-Assessment where we have rated Requires Improvement within this plan.

Support will be needed from the Youth Justice Partnership locally to ensure some of these services are able to be implemented, i.e. education, health, NPS and Police. Furthermore, ongoing support from the Police and Crime Commissioner will be essential to ensuring we are able to continually improve services for children and young people.

**Table 13 - Key Improvement Area 1 - Inspection Readiness (quality of practice continues to meet inspection standards).**

1	Outcome Needed	How will this be delivered	Benefits delivered and success indicator	Who	By When	Comment
i	<p>The service addresses all Requires Improvement areas in the National Standards Self-Assessment</p> <p><b><u>STANDARD 1: OUT OF COURT DISPOSALS</u></b></p> <p><b><u>STANDARD 3: IN THE COMMUNITY</u></b></p>	Completion of at least 1 Home Visit per month by the allocated practitioner	<p>Increased engagement by CYP, better oversight of risk, safety and well-being. Success indicated via National Standards reports at SMT meetings</p> <p>Improved understanding of young people's</p>	<p>All allocated practitioners</p> <p>KPI report completed by B Hunt (Information Analyst).</p> <p>Oversight by SMT</p> <p>All allocated practitioners</p>	From 1.7.21	

		Review assessments as required	needs to inform planning and delivery. Success indicated via National Standards reports at SMT meetings	KPI report completed by B Hunt (Information Analyst)  Oversight by SMT		
ii	External scrutiny on City YOS cases and county YOS cases	Deliver mock inspection around domains 2 and 3 (post court and out of court disposals) in conjunction with county YOS	Greater level of external scrutiny in addition to BAU case audit activity	A Ling/A Kaiser/S Morris/Team Managers	30.4.22	
iii	Staff are systematically kept abreast of service developments	Bulletin to share progress against YJ plan and feedback from YJPB with YOS team to be developed	More informed staff group, staff aware of partner/YJB priorities. Success via delivery of bulletins and staff feedback at year end via survey	A Kaiser/A Ling	From October 2021	
iv	Strategic arrangements with	Develop SLA register to	Clarity regards partnership	A Ling	1.12.21	

	partners are up to date and accurate	ensure oversight of all agreements with partner agencies	arrangements that remain fit for purpose			
<b>v</b>	Agreed and signed SLA developed and agreed with Derbyshire Police	Create SLA between both parties outlining key overarching agreements that is signed off at senior level	Clarity of understanding to ensure efficient partnership arrangements endure  Success via completion and sign off of SLA	A Ling	1.4.22	
<b>vi</b>	An up to date Serious Incidents Policy is in place	Create policy for serious incidents	Clear process, opportunity for learning from serious incidents and success via completion and sign off of policy via YJPB	K Chilton	1.2.22	
<b>vii</b>	We understand parents/carers views of YOS support	SFT practitioners to complete post support surveys with parents/carers collated by DHOS (A Ling) and aggregated to inform 6	We will understand views of those living with CYP supported by YOS. We can make better informed service decisions  Completion of surveys, aggregated reports	M Lord/T Simmons/A Ling	1.12.21	

		monthly reports that inform service development	and closing the loop on any recommendations			
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**Table 14 - Key Improvement Area 2 - Fewer children and young people re-offend to provide safer communities through effective Interventions.**

<b>2</b>	<b>Outcome needed</b>	<b>How will this be delivered</b>	<b>Benefits delivered and success indicator</b>	<b>Who</b>	<b>By When</b>	<b>Comment</b>
<b>i</b>	<p>The service addresses all Requires Improvement areas in the National Standards Self-Assessment</p> <p><b><u>STANDARD 2:</u></b> <b><u>AT COURT</u></b></p>	By ensuring the YOS is utilising the full range of sentencing options	<p>Increased range of internal and external controls work. Potential to maintain low custodial sentences and reduce re-offending</p> <p>Success via re-offending rate improving, custody rate remaining low and success measured via KPI's and 21-22 SIA</p>	All report writers and Team Managers quality assuring reports	From 1.7.21	
<b>ii</b>	Quality assure and evaluate effectiveness of	Joint QA of transition work between YOS and NPS evaluating	Greater understanding of efficacy of current	Seconded NPS Officer/K Chilton/R Salmon at NPS	1.11.21	

	NPS Transition pathway	quality of transition, re-offending rate post transition/breach rate/voice of YP/view of OM's on preparedness of YP for NPS supervision	transitions process, enabling adjustments where necessary  Success via report and scrutiny via report to YJPB			
iii	CYP have access to trauma informed services across the city	Framework for Integrated Care consultation across services in Derby with report and recommendations on how to implement a TIP model	Consistency of approach by professionals in the city working with young people who have experienced ACE's  Success via arrangements to implement any recommendations	Cordis Bright to compete consultation and evaluation	1.3.22.	
iv	CYP with SEND need to make successful transitions to post 16 education from the PRU	Develop post 16 transition programme in partnership with PRU, Connexions, Post 16 providers for CYP attending PRU provision with additional (SEND) needs	Increased desistence factors, more positive transitions.  Success via Connexions and YOS EET/NEET rates and 21-22 SIA data. Also, tracking of a cohort from	E Creighton, A Ling/B Hunt/PRU	1.2.22	

		Develop plan to roll this out to Bemrose and CODA	PRU to Post 16 provision			
<b>v</b>	The YOS Health Pathway is integrated into wider health pathways for CYP in the city	Ensure linkages between YOS Health Pathway and community pathways INC EHWP offers in Schools to ensure integration for CYP known to YOS	CYP will be better integrated into wider health systems to ensure they are not left vulnerable when closing to the YOS  Success via clear framework that demonstrates linkages for YOS Health Pathway to wider health systems	K Chilton/H O'Higgins/DDCCG	1.3.22	
<b>vi</b>	Parity of health offer across both YOS' in the DDCCG footprint	Joint review between YOS and Health into health input for both YOS' across CCG footprint to look at longer term sustainability of trauma informed Health Pathway approach	Consistent health offer for CYP involved in YOS'  Success via clear and consistent offer and framework across the CCG footprint	A Kaiser/S Morris/H O'Higgins/A Ling	1.2.22	

<b>vii</b>	Parents are better able to manage behaviour of CYP involved in YOS and do not become reliant on statutory services for support	Positive behaviour strategy training to be delivered to parents of CYP known to YOS	Parents are better able to manage CYP behaviours, less need to refer into statutory services  Success via delivery of training. Measurement pre and post programme of parent's confidence in managing behaviour	H O'Higgins/DDCCG and YOS Parenting Officer	By 1.3.22	
<b>viii</b>	Reduce volume of motoring offences in the service	Work with Police and Fire and Rescue Services to develop a bespoke RTA programme for YOS targeting schools in key hotspots	Reduced risk associated with RT offences, reduced FTE and volume of offending.  Success measured via implementation of programme and RT offending data in 21-22 SIA	Derbyshire Police/Fire and Rescue/G Hassall/B Hunt	1.2.22	
<b>ix</b>	Reduce risks associated with CYP becoming looked after	Ensure effective links with Staying Together Team in Early Help	Co-work to support CYP remaining with families  Success measured via 21-22 SIA on YOS case numbers who are LAC	G Hassall/K Ormond/B Hunt	1.10.21	

x	Ensure the YOS can deliver a hybrid model of support to CYP and families	Develop a suite of face to face and on-line interventions	<p>CYP can access effective interventions that can be tailored to learning style/need and can withstand any potential future lockdowns</p> <p>Success via clearly written framework shared with the service of interventions/what can be offered face to face and remotely</p>	J Sanghera/T Simmonds	1.12.21	
xi	Reduce impact of CYP behaviour on emergency workers	Develop programme that addresses impact of assaultive behaviour on emergency workers via JAC	<p>CYP better understand impact of behaviours, reduced assaultive behaviour on those there to support communities</p> <p>Success measured via 21-22 SIA data, development of programme and evidence of delivery from JAC OIC</p>	M Thandi/K Chilton	1.12.21	

**Table 15 - Key Improvement Area 3 – Fewer children and young people in custody by providing stability and resilience through resettlement services.**

3	Outcome needed	How will this be delivered	Benefits delivered and success indicator	Who	By When	Comment
i	<p>The service addresses all Requires Improvement areas in the National Standards Self-Assessment</p> <p><b><u>STANDARD 2: AT COURT</u></b></p>	<p>Communication with Youth Custody Service via YJAF for custody sentences</p>	<p>More effective communication with secure estate</p> <p>Success indicator will be having access to YJAF and staff trained to use the system</p>	A Ling	1.4.22	
ii	<p>The service addresses all Requires Improvement areas in the National Standards Self-Assessment</p> <p><b><u>STANDARD 4: IN SECURE SETTINGS</u></b></p>	<p>Collating children's views on experiences of both whether their diverse needs are met in custody and regards using secure transport to custody</p> <p>Robustly holding partners to account for poor resettlement planning</p>	<p>Improved understanding of young people's views, ensuring this is fed back to YJB for transport and SMT for diversity, ensuring this is shared with secure estate partners</p> <p>Young people have access to community services ready for release from custody. Success</p>	<p>S Bower</p> <p>S Bower</p>	<p>By 1.12.21</p> <p>From 1.7.21</p>	

			via cases tracked via Custody Scrutiny Panel			
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**Table 16 - Key Improvement Area 4 – Reduce Number of First Time Entrants, ensuring fewer children and young people are brought into the YJ system.**

<b>4</b>	<b>Outcome needed</b>	<b>How will this be delivered</b>	<b>Benefits delivered and success indicator</b>	<b>Who</b>	<b>By When</b>	<b>Comment</b>
<b>i</b>	Reduce FTE into YJ system in Derby City.	<p>Develop local protocol on reducing FTE via joined up work with the Police and CPS specifically</p> <p>Paper to be written for September Youth Justice Partnership Board</p> <p>Protocol to INC use of low-level interventions where guilt not admitted but YP willing to work with YOS to reduce issues re</p>	<p>Reduced contact with harmful system for CYP. Reduced burden on Courts for cases that can be dealt with OOC</p> <p>Success via protocol being written, agreed by YJPB and senior managers and KPI performance data</p>	G Hassall/A Ling/F Kilgour/B Hunt	1.12.21	

		disproportionality in BAME groups				
ii	Clearer arrangements for matrix management of YCPO's in Early Help Locality teams	Review and refresh management of YCPOs with Locality Team Managers via matrix arrangements to clarify responsibilities	Clearer management arrangements, improved understanding of joint aims of services  Success via matrix development and feedback from operational managers	A Ling K Ormond J Howie	1.11.21	
iii	Fewer young people dealt with by Courts when OOC options could have been used	QA completed on OOCDC minutes to scrutinize outcomes, i.e. whether different outcome could have been offered?	We better understand decision making that impacts on outcomes for young people  Success via completion of audits and continual oversight of FTE performance via KPI reports	All Team Managers and RW (not to INC OODC chair) per quarter	Starting Q 2 21-22	
iv	Reduce numbers of low-level behaviours that could result in	Develop programmes in conjunction with Early Help Teams	CYP develop better techniques and skills to	YCPO's, Early Help Team Managers/G Hassall	2.1.22	

	outcome of FTE in Derby.	for delivery in schools in areas with high FTE based on offence related data but with a focus on emotional regulation	manage emotional dysregulation			
<b>v</b>	Cases are removed from Court lists where an OOC disposal is a viable alternative	Triage reviews with CPS on cases listed for court to investigate whether cases could be dealt with via OOCD	More YP will be dealt with outside of a damaging formal system  Success via KPI measures and feedback from Court Team Manager	G Hassall S Bower CPS	From 1.9.21	
<b>vi</b>	Parents are better equipped to deal with challenges of parenting CYP at risk of becoming or known to the YOS	Develop a health triage/support mechanism to ensure parents/carers are getting access to EHWP services	Parents are directed to services that can help them manage their EHWP. Parents are then better placed to manage CYP behaviour without need for statutory support  Success via development of local offer for parents/carers	M Lord/T Simmonds/ G Hassall/ Health practitioners	1.3.22	

			and 21-22 SIA data			
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**Table 17 - Key Improvement Area 5 – Address Disproportionality ensuring services and systems prevent disparity of treatment and outcome for BAME groups.**

<b>5</b>	<b>Outcome needed</b>	<b>How will this be delivered</b>	<b>Benefits delivered and success indicator</b>	<b>Who</b>	<b>By When</b>	<b>Comment</b>
<b>i</b>	Reduce Black and Dual Heritage overrepresentation in YJ system locally	Survey with young people from black and dual heritage groups on issues that have led to their involvement in the youth justice system to assess what can be learnt and adapted locally	We better understand CYP experiences we can then use to inform services  Success via completion of surveys, completion of report on findings and recommendation to take forward	All practitioners/A Ling/A Kaiser		
<b>ii</b>	Balanced and non-judgemental ASSET Plus assessments for BAME groups,	By completing X 1 HMIP audit as a themed audit	We understand challenges in assessment practice and can	A Ling and Team Managers	Audit completed by 2.1.22	

	especially Black and Dual Heritage to ensure they are not being over-assessed		develop practice, accordingly, thereby potentially avoiding unnecessary up tariffing of BAME groups			
<b>iii</b>	Ensure Pre-Sentence Report template captures impact of discrimination on behaviour and barriers to desistence.	Adapt the Pre-Sentence Report template to INC impact of discrimination on behaviour	Judiciary can better understand experiences of young people, leading to more balanced sentencing of young people  Measured via feedback from judiciary and SIA data for 21-22	K Chilton.	1.8.19.	
<b>iv</b>	Prevent further spike in female offending post lockdown	Implement Girls group INC delivery to Children In Care at risk of CRE/offending and place based risk	Improved offer for females/INC Children in Care at risk of entering YJ system  Success via delivery of group and annual SIA data on offending patterns/tracking of YP who completed the group	K Chilton/M Lord/B Hunt	1.10.21	
<b>v</b>	Reduce Black and Dual Heritage	Develop FTE protocol to INC	We see a fairer YJ system locally, YP	G Hassall/A Ling/F	2.1.22	

	overrepresentation in YJ system locally.	use of low-level interventions where guilt not admitted but YP willing to work with YOS to reduce disproportionality in BAME groups via use of Outcome 22	feel they can engage with services at an early stage to address needs/ build on desistence factors  Success via protocol being developed and agreed/signed off by YJPB, then data in 21-22 SIA	Kilgour/A Kaiser		
vi	The YOS is integrated into local forums that address disproportionality	The YOS will be part of the Derbyshire CJB subgroup on disproportionality	We can support broader partnerships that can together have a greater impact on areas of the CJ system that have overrepresentation locally	A Ling	1.7.22	

**Table 18 - Key Improvement Area 6 – Assess and manage risks associated with harm to others and safety/well-being to reduce risk associated with serious youth violence and child risk of exploitation**

<b>6</b>	<b>Outcome needed</b>	<b>How will this be delivered</b>	<b>Benefits delivered and success indicator</b>	<b>Who</b>	<b>By When</b>	<b>Comment</b>
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i	Improved join up between YOS and partners regarding CRE risks	Seconded YOS Police Officers to attend MPMG (Missing Persons Monitoring Group) and feedback key information and gain access to CRE tasking information to inform assessments and plans for CYP	Improved intelligence, more joined up safeguarding work and safer young people  Success via continued ROSH and SWB reports to the YJPB to track	Seconded Police Officers	From 1.8.21	
ii	High Risk Policy reflective of CRE processes locally	Mini review of High-Risk Policy to ensure this reflects CRE Strategy and referral into strategy, along with NRM procedure (Social Care, Barnardo's and Police triage)	YOS is working in line with all partners involved in CRE, clarity for practitioners and safe young people  Success via policy review and update, tracking of CRE data via 21-22 SIA	K Chilton	1.9.21	
iii	YOS staff have awareness of Child at Risk of Exploitation protocol	YOS staff are trained on new Child at Risk of Exploitation protocol	Increased staff awareness, understanding of process, CYP are provided with	A Ling/CWLDT	1.11.21	

			support to be as safe as possible			
<b>iv</b>	Embed links with Community Safety team.	Ensure we have written and agreed framework for applications for CBO's and Civil Injunctions	All parties are aware of process around applications and can have equal input into best way forward for a CYP INC use of OOC disposals to address need/risk  Success via framework being drawn up and agreed	S Bower/C Keen	1.10.21	
<b>v</b>	YOS is integrated in any review of local CRE strategy refresh	Ensure YOS are part of strategic city wide CRE strategy re-fresh by engagement with CRE lead	YOS input can inform local practice and policy re CRE	A Kaiser/A Ling/M Macdonald	2.1.22	
<b>vi</b>	The service is better placed to address hate crime	By disseminating the Hate Crime Course across all practitioners for use and re-emphasising the Got Your back support from REMEDI for CYP victims of hate crime	Addresses any unconscious bias in CYP's offending towards other groups, thereby having potential to mitigate impact on groups with protected characteristics	All practitioners	From 1.7.21	

			Success via inclusion in interventions directory	T Simmons/J Sanghera	1.4.22	
<b>vii</b>	Ensure risk is understood across cases likely to have contact with NPS	Ensure key risk information is shared on cases likely to have contact with NPS to INC MAPPA, high risk SWB and Rosh, younger children in the house  IG implications to be addressed both in YOS and NPS	NPS are fully cited on cases likely to come into their service and can make appropriate arrangements to manage said risks	K Chilton/R Salmon/B Hunt/IG Teams	1.4.22	
<b>viii</b>	Implement a RASSO Protocol	Work with Police to look at integrating RASSO protocol into YOS work	Improved framework for utilising OOC disposals for HSB offences  Offers intervention at lowest safe level for HSB  Success via protocol being agreed and signed up to	S Bower	1.6.21	

ix	Victims views and safety are given greater consideration and are better captured in assessments and plans	Increase the amount of direct victim participation	CYP have greater awareness of impact of their behaviour, victims feel safer and understand outcomes for CYP who have offended  Success via measurements via 21-22 SIA	A Ling	1.2.22	
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### 18. Table 19 - Workforce Development Plan 2021-22

Name or Group	Development need	Priority	Target date	Review	Comment
All YOS Staff	SEND e-learning	Medium	1.12.21		
All YOS front line practitioners	Child Safeguarding and refreshers.	Medium.	Throughout the year.		
YOS Team Managers	Embed matrix and training pathways by agreeing that Team Managers track this quarterly in supervision and report to HOS.	High.	Throughout the year.		
YOS Managers and Social care First Contact team.	Regular briefing sessions with FCT to ensure their staff are aware of YOS practice and process to meet JTAI recommendations.	High.	Throughout 2021-22.		
YOS front line practitioners.	MAPPA briefing/workshop to be delivered by X 1 Team Manager and seconded OM from NPS	Medium.	By 1.12.21.		

YOS front line practitioners.	Understanding of the LGBTQI+ agenda and impact on CYP.	Medium.	By 1.4.22.		
YOS front line practitioners and managers.	Understand MARAC and DAPP process in Derbyshire.	Medium	By 1.12.21.		
YOS front line practitioners.	Ensure Social Care and YOS staff are trained to deliver low level AIM interventions.	Medium	By 1.4.22		
YOS front line practitioners.	<p>Ensure staff are aware of Catch 22 Medium and High risk offer INC access to services that meet needs of ROMA communities.</p> <p>Explore links with Multi Faith Centre to develop increased awareness of needs of ROMA communities and approaches to engagement.</p>	Medium	<p>By 1.2.22</p> <p>By 1.4.22</p>		

## 19. Table 20 - Risk Register

Risk	Risk Owner	Control Measures	Impact	Likelihood
Sudden unforeseen increase in workload or type of work post COVID.	S Lim/A Kaiser/A Ling.	<p>Regular attendance at CJB to understand Police and HMCTS data on back logs.</p> <p>Good operational arrangements with HMCTS to understand demand.</p>	<p>Potential increased caseloads.</p> <p>Impact on ability to ensure quality work due to increased demand.</p> <p>Potential need to re-configure teams to assist in Courts if list numbers increase.</p>	Low-medium, we have seen no evidence of this to date and partners are not identifying any youth related risks in this area.
Increase in FTE to the Youth Justice system.	S Lim/A Kaiser.	<p>Prevention and FTE protocol development PCC funding for prevention staff until April 2022.</p> <p>Robust Out of Court clinic arrangements.</p> <p>Development of FTE protocol.</p>	<p>Potential for increased external scrutiny of performance.</p> <p>Increased case-loads at post court level.</p> <p>More cases requiring Social Care intervention</p>	Low – given direction of travel in regards to FTE performance.
Non continuation of PCC part funding of YOS prevention offer.	S Lim/A Kaiser.	<p>Funding in place until April 2022.</p> <p>Good partnership relations with OPCC.</p> <p>OPCC part of YJPB arrangements locally.</p>	Needs of young people not met at point of need and subsequent increase in post court work, secure remands and custodial sentences, young people enter the system	Medium – dependent upon OPCC election, budget and priorities going forward.

		Ability to discuss with OPCC directly in YJPB.	at a higher tariff if needs not met earlier.	
Ability to meet holistic needs of YOS cohort longer term particularly health related needs.	S Lim/A Kaiser.	Strong buy in from partners.  NHSE funding agreed until October 2022.  Good multi-agency arrangements at management and operational level locally.  Cross border approach with County YOS and DDCCG.	Continued offending by young people if needs not met.  Potential for increased external scrutiny of performance.  Potential increase in violent offending.	Medium – Arrangements unclear post October 2022, longer term vision needed with arrangements to operationally underpin this.
Increase in secure remands.	S Lim/A Kaiser.	Strong Court Team/offer form YOS.  New Police YJPB representative offers opportunities to align priorities.	Service goes over budget.  Potential we may need to find cost savings via other routes.  Impact on wider Children’s Services to offset overspends.  Potential subsequent impact on volume of custodial sentences.	Medium – based on secure remand performance over 2020-21 and YJB grants to YOS.
Reductions in funding.	S Lim/A Kaiser.	Awareness of partnership budgets at financial year start.	Little scope for development work within existing budget.	Low – budgets confirmed for 2021-22.

		Confirmation of YJB Grant 2021-22 YJB have given 8.8% post COVID (one off) uplift to YJB grants.		
Lack of contingency for Information Analyst role.	S Lim/A Kaiser.	PI Team have staff trained to deliver YJ returns.  A preferred option that can work in line with current recording system has been identified and implemented.	Inability to provide performance reports to management team, lack of line of sight by YJPB to performance and poorer inspection outcomes as a result.  System now in place and Analyst has no immediate plans to leave service.	Low – contingency in place.

**20. Approval and Sign off**

Signature.	
Name.	Suanne Lim
Designation.	Service Director Early Help and Children's Social Care/Chair of Derby City Youth Justice Partnership Board.
Date.	22.6.21

## 21. Derby City Youth Offending Service staff structure

Derby City Youth Offending Service is made up of 45 members of staff. Female staff make up a significant proportion of the staff group at 82%. Recruitment and Selection processes have noted a decline in male applicants and thus we have seen an overall reduction in male staff working in the service.

**Table 21 - Make-up of the YOS Service by gender (referring only to genders identified by YOS Service members):**

Gender	Number of staff
Female	37
Male	8

Derby City Youth Offending Service has a management structure consisting of a Head of Specialist Services, who also oversees: The Children In Care, Leaving Care, Integrated Disabled Children's, Child Permanence and Specialist Migration Teams. To support the senior management structure, is a FTE Principle Service Manager and 2.5 FTE Service Managers (known as team Managers).

April 2021 saw additional NHS funding to extend the Clinical Psychologist and Youth Wellbeing workers for a further 12 months supporting the continuation of the Health Pathway Agenda. Further funding from the Police and Crime Commissioner also further funded the Youth Crime Prevention Posts for an additional twelve months. The Service has recently undertaken a Referral Order panel member recruitment drive in conjunction with commissioned service REMEDI resulting in 12 freshly trained volunteers. There will be a further recruitment drive in August 2021.

**Table 22 – Number of staff in each role**

	Strategic Manager (PT)	Strategic Manager (FT)	Operational Manager (PT)	Operational Manager (FT)	Practitioners (PT)	Practitioners (FT)	Administration (PT)	Administration (FT)	Sessional	Students/ trainees	Volunteer	Total
Permanent		2	1	2	3	4	2	1			0	15
Fixed-term					2	4					0	6
Outsourced											12	12
Temporary									1		0	1
Vacant											0	0
Seconded Children's Services					2	3					0	5
Seconded Probation					1						0	1
Seconded Police					2						0	2
Seconded Health (Substance misuse)											0	0
Seconded Health (Mental health)						1					0	1
Seconded Health (Physical health)											0	0
Seconded Health (Speech/language)											0	0
Other/Unspecified Seconded Health					1	1					0	2
Seconded Education											0	0
Seconded Connexions											0	0
Seconded Other											0	0
<b>Total</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>11</b>	<b>13</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>12</b>	<b>45</b>
Disabled (self-classified)	0	0	0	0	0	0	0	0	0	0	0	0

**Table 23 – Ethnicity of male and female staff in roles**

Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White British	2		1	2	3	11	1	2						8	7	23
White Irish						1				1					0	2
Other White															0	0
White & Black Caribbean						2									0	2
White & Black African															0	0
White & Asian						1									0	1
Other Mixed						2									0	2
Indian					1	1									1	1
Pakistani						1									0	1
Bangladeshi															0	0
Other Asian															0	0
Caribbean															0	0
African															0	0
Other Black						1									0	1
Chinese															0	0
Any other ethnic group															0	0
Not known														4	0	4
<b>Total</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>20</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>8</b>	<b>37</b>
<b>GRAND TOTAL</b>															<b>45</b>	

## 22. Glossary

<b>ACE</b>	Adverse childhood experiences: potentially traumatic events that can have negative, lasting effects on health and wellbeing
<b>AIM2 &amp; AIM3</b>	Assessment, Intervention and Moving on: an assessment framework and procedures to assist professionals in working with children who have committed a sexual assault or harmful sexual behaviour. AIM3 is the more recent version.
<b>AssetPlus</b>	Assessment and planning framework tool developed by the Youth Justice Board for work with children who have offended, or are at risk of offending, that reflects current research and understanding of what works with children.
<b>CAMHS</b>	Child and adolescent mental health services: NHS provision for children who are experiencing mental health difficulties.
<b>CBO</b>	Criminal behaviour order: this is available on conviction for any criminal offence in a criminal court. CBOs include prohibitions to stop anti-social behaviour.
<b>CIC</b>	Child in care: a child who has been in the care of the local authority for more than 24 hours is known as a child in care, a looked after child (LAC) or child looked after (CLA).
<b>CIN</b>	Child in need: the status given to a child who is deemed to need support by the local authority to promote or safeguard their welfare but who does not meet the criteria for child protection.
<b>CJLDT</b>	Criminal Justice Liaison and Diversion Team: NHS service that operates out of Police and Court cells to identify people who have mental health, learning disability, substance misuse or other vulnerabilities when they first come into contact with the criminal justice system as suspects, defendants or offenders.
<b>Community Safety and Integration Team/Service</b>	Local Authority Service that works closely with Police to manage the issuing and maintenance of ASB related Orders (e.g. Criminal Behaviour Orders) and for more generally addressing ASB in the community.
<b>CONCORDAT</b>	Local strategic and operational arrangements to prevent the criminalisation of Looked After Children.
<b>Contextual Safeguarding</b>	An approach to safeguarding that considers a child's experience of harm outside the home – for example, with peers, in schools and in neighbourhood.
<b>County lines</b>	The illegal movement of drugs around the UK, often involving the exploitation of children or vulnerable adults to hold and move the drugs.
<b>Court disposals</b>	A sentence imposed by the court. Examples of youth court disposals are referral orders, youth rehabilitation orders and detention and training orders.
<b>CP</b>	Child protection: children assessed by the local authority as being at risk of serious harm are given support through a structured process, including a multi-agency child protection plan, to manage and reduce the risks to their safety and wellbeing.

<b>CRE</b>	Child(ren) at Risk of Exploitation: when a child or young person is encouraged, forced or manipulated to take part in criminal, sexual or other activity for something in return, for example presents, drugs, alcohol or emotional attention.
<b>Custody Scrutiny Panel</b>	Custody Scrutiny Panel (CSP): Derby YOS panel chaired by the Custody Strategic Lead Manager where all serving prisoners and children that are identified as being at risk of entering custody are discussed so that support can be engaged to avoid future custodial placement (including being recalled to custody when serving a period of licence in the community).
<b>Desistance</b>	The cessation of offending or other antisocial behaviour.
<b>Disproportionality</b>	Disproportionality refers to a group's representation in a particular category that exceeds expectations for that group, or differs substantially from the representation of others in that category.
<b>EHCP</b>	Education and health care plan: a plan outlining the education, health and social care needs of a child with special educational needs and/or a disability.
<b>EET</b>	Education, training and employment: the service provided to improve learning, and to increase future employment prospects.
<b>FTE*</b>	<i>* context dependent</i> A child who receives a statutory criminal justice outcome (youth caution, youth conditional caution or conviction) for the first time
<b>FTE *</b>	<i>* context dependent</i> Full Time Equivalent
<b>Good Lives Model</b>	The Good Lives Model (GLM): is a strengths-based approach to offender rehabilitation, and is therefore premised on the idea that we need to build capabilities and strengths in people, in order to reduce their risk of reoffending.
<b>HMCTS</b>	Her Majesty's Court and Tribunal Service: responsible for the administration of criminal, civil and family courts and tribunals in England and Wales.
<b>HMIP</b>	Her Majesty's Inspectorate of Probation
<b>HSB</b>	Harmful Sexual Behaviour: developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult and/or to the children, themselves.
<b>ISS</b>	Intensive supervision and surveillance: a rigorous alternative to custody for the most active repeat young offenders and children who commit the most serious crimes.
<b>IT</b>	Information technology: the use of systems, particularly computers and telecommunications equipment, to store, retrieve and share information.
<b>JAC</b>	Junior attendance centre: children can be ordered by the court to attend for a specific number of hours within a specified period to participate in interventions to support their desistance and enhance their wellbeing.
<b>Looked after child</b>	Under the Children Act (1989), a child is legally defined as 'looked after' by a local authority if they:

	<ul style="list-style-type: none"> <li>• get accommodation from the local authority for a continuous period of more than 24 hours</li> <li>• is subject to a care order (to put the child into the care of the local authority)</li> <li>• is subject to a placement order (to put the child up for adoption)</li> </ul>
<b>MAPPA</b>	Multi-agency public protection arrangements: where probation, police, prison and other agencies work together locally to manage offenders who pose the highest risk of harm to others. Level 1 is single-agency management, where the risks posed by the offender can be managed by the agency responsible for the supervision or case management of the offender. Levels 2 and 3 require active multi-agency management.
<b>MARAC</b>	Multi-agency risk assessment conference: set up in each police area to consider the safety needs of victims of domestic abuse where the risk to them is assessed as Youth offending services inspection – Glossary of terms 6 serious. Normally a single event, although a victim can be referred for discussion after a new incident.
<b>NEET</b>	Not in education, employment or training
<b>NRM</b>	National referral mechanism: the national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them.
<b>OOCD</b>	Out-of-court disposal: the resolution of a normally low-level offence, where it is not in the public interest to prosecute, through a community resolution, youth caution or youth conditional caution.
<b>OOCDC</b>	Out of Court Disposal Clinic. Fortnightly multi-agency clinic where diversion to per-court intervention is considered for all eligible cases.
<b>OPCC</b>	Office of the Police Crime Commissioner (see Police Crime Commissioner)
<b>PACE</b>	The Police and Criminal Evidence Act (1984) sets out the powers of the police in England and Wales and codes of practice for these powers.
<b>Police Crime Commissioner</b>	Police Crime Commissioner (PCC): The role of the PCCs is to be the voice of the people and hold the police to account. They are responsible for the totality of policing.
<b>PNC</b>	Police national computer: the information management system used by the police across the UK to facilitate investigations and share information.
<b>PRU</b>	Pupil referral unit: this provides education (and heightened support) to children unable to attend mainstream education provision.
<b>Referral Order</b>	A community sentence imposed by the criminal court, underpinned by the principles of restoration, reparation and reintegration. Given where the child pleads guilty to an imprisonable offence.
<b>Reoffending rate</b>	Defined by the Ministry of Justice as the percentage of individuals given a caution or court conviction within one year of an offence or during a further six-month period (to allow

	time for cases to progress through the courts), as indicated by data on the PNC.
<b>RoSH</b>	Risk of Serious Harm: the term used in AssetPlus. All cases are classified as presenting a low, medium, high or very high risk of serious harm to others. HMI Probation uses this term when referring to the classification system but uses the broader term 'risk of harm' when referring to the analysis which should take place to determine the classification level. This helps to clarify the distinction between the probability of an event occurring and the impact/severity of the event. The term 'Risk of Serious Harm' only incorporates 'serious' impact, whereas using 'risk of harm' enables necessary attention to be given to children whose behaviour is likely to have a lower impact and/or is less harmful.
<b>Risk and Safety Management Meeting</b>	Risk and Safety Management Meeting (RSM): Multi-agency meeting chaired by a YOS Service Manager for all children assessed as High or higher RoSH and/or Safety & Wellbeing Concerns or for any other child subject to agreement with RSM Chair. Follows MAPPA structure and held every 4-6 weeks to review risk management, consider contingencies and share information for the purpose of keeping the community (including the child(ren) under YOS supervision) safe.
<b>Safeguarding</b>	Safeguarding is a wider term than child protection and involves promoting a child's health and development and ensuring that their overall welfare needs are met.
<b>Safety and wellbeing</b>	AssetPlus replaced the assessment of vulnerability with a holistic outlook on a child's safety and wellbeing concerns. It is defined as '...those outcomes where the young person's safety and well-being may be compromised through their own behaviour, personal circumstances or because of the acts/omissions of others' (AssetPlus Guidance, 2016).
<b>SEND</b>	Special Educational Needs and Disability: A child or young person has special educational needs and disabilities if they have a learning difficulty and/or a disability that means they need special health and education support.
<b>SIA</b>	Strategic Intelligence Assessment: Completed at least once per year to identify key themes across the service.
<b>Trauma-informed practice</b>	An approach to working with children that recognises the impact of trauma and their lived experience (see ACE above) and provides a tailored, specialist response that builds on their strengths and avoids reinforcing the trauma.
<b>YCPO</b>	Youth Crime Prevention Officer: Employed by the YOS to prevent offending by associates and/or siblings of offenders or any child that is identified in referral as being 'on the brink' of offending.
<b>YJB</b>	Youth Justice Board: a government body responsible for monitoring and advising ministers on the effectiveness of the youth justice system. The YJB provides grants and guidance to the youth offending teams.

<b>YJPB</b>	The Youth Justice Partnership Board (AKA YOT Management Board) holds the YOT to account to ensure it achieves the primary aim of preventing offending by children.
<b>YOI</b>	Youth offender institution: custodial setting for individuals aged 15-21, detained on remand or sentenced to custody by the criminal court.
<b>YOT/YOS</b>	Youth Offending Team is the term used in the Crime and Disorder Act (1998) to describe a multi-agency team that aims to reduce youth offending. YOTs are known locally by many titles, such as youth justice service (YJS), youth offending service (YOS), and other generic titles that may illustrate their wider role in the local area in delivering services for children.