

North Yorkshire County Council

Corporate and Partnerships Overview and Scrutiny Committee

18 January 2016

North Yorkshire Youth Justice Service

1.0 Purpose of Report

- 1.1 To provide the Committee with an overview of the
- Key strategic priorities for the Youth Justice Service (YJS) Partnership 2015-16
 - 2020 review of YJS

2.0 Background

- 2.1 Youth Offending Teams were established under the Crime and Disorder Act 1998 which placed the primary duty on local authorities, together with statutory partners in health, police and probation, to oversee and co-ordinate the provision of youth justice services locally and to ensure that actions outlined in annual youth justice plans are carried out effectively.
- 2.2 North Yorkshire Youth Justice Service comprises staff from a range of service partners including the Police, Probation Service, Children's Social Care, Health, and Education, supported by committed and skilled volunteers. The key objectives of the Youth Justice Service are to reduce youth crime, protect the public from serious harm, and to safeguard the welfare of young people.
- 2.3 The Service works with young people who commit low level crime and receive out of court disposals such as Youth Cautions and Youth Conditional Cautions, through to those who are in custody, either on remand or who have been sentenced to detention.

3.0 North Yorkshire YJS Strategic Plan 2015-16

- 3.1 Under Section 40 of the Crime and Disorder Act 1998 it is a statutory requirement to have a Youth Justice Strategic Plan.
- 3.2 The Youth Justice Board issues guidance for completing the plan, which in addition to requiring committee approval must be signed by members of the Youth Justice Service Management Board and submitted to the Regional Youth Justice Board Manager.
- 3.3 North Yorkshire's Youth Justice Service Strategic Plan 2015-16 setting out current strategic priorities is attached.

4.0 2020 Review of YJS

- 4.1 The present service delivery model for the YJS has been in place more or less since the team's inception in 2000. Over recent years however the cohort of young people has changed, and the service is working with a considerably smaller, more challenging group of young people, many of whom are also known to either Prevention Services or Children's Social Care.

- 4.2 Furthermore, there has been significant change in the wider criminal justice partnership landscape: regionalisation of Courts and CPS, the introduction of PCCs and CCGs, and 'Transforming Rehabilitation' which saw the establishment of the National Probation Service (NPS) and Community Rehabilitation Companies (CRCs).
- 4.3 In addition to these changes, the YJS partnership is facing significant financial pressures: the overall YJS budget has reduced by over £1 million since 2011 and the service has undergone a number of re-structures. This financial year, the funding from NYCC reduced by a further £160,000, and in November the Youth Justice Board made an additional in-year reduction of £92,550 in its grant on top of the £71,980 advised earlier this year. In total the level of the YJB Good Practice Grant has decreased by 17.4% in 2015/16 alone.
- 4.4 In summary there is a projected overspend of £309,571 by the end of 2017/18 which needs to be addressed.
- 4.5 Consequently, there is to be a 2020 review of the North Yorkshire YJS to consider a range of potential service delivery models that can best meet the needs of young people in the criminal justice system in North Yorkshire whilst also meeting the statutory requirements of the Crime & Disorder Act 1998. This review is being led by Louise Ryder, Senior Project Manager who is working with key partners to progress this work over the coming few months.
- 4.6 The North Yorkshire 2020 review will run in parallel to and will be informed by a national review announced by the Ministry of Justice on 11 September 2015 which will look at the evidence and current practice in preventing youth crime and rehabilitating young offenders; exploring how the youth justice system can most effectively interact with wider services for children and young people; and considering whether the current arrangements are fit for purpose. This national review, led by Charlie Taylor will report initial findings in the spring and a final report to the Ministry of Justice at the end of the summer.

5.0 Recommendations

- 5.1 That Members note the above.

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Background Documents: None

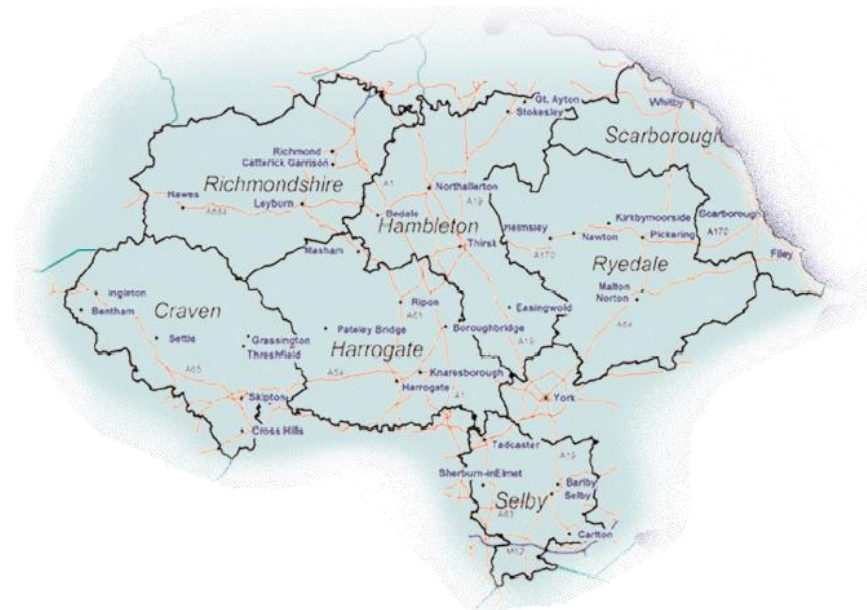
Date: 18 December 2015

Annex:

Appendix 1: YJS Strategic Plan 2015-16

North Yorkshire

Youth Justice Service



2014-16 (2015 Refresh)

working in partnership to reduce youth crime

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Foreword by the Chair of the North Yorkshire YJS Management Board

In North Yorkshire we work hard and many times successfully, to support children and young people who are in the criminal justice system or are engaged in anti-social behaviour on the edges of crime. The Youth Justice Service is a multi-disciplinary team delivering specialist support and intervention, working closely with partners to prevent offending, to keep children, young people and the public safe from harm, and importantly to also support victims of crime.

At times of austerity, affecting not only the Local Authority but all partner organisations, the need to work together ever more effectively and to ensure that planning for complex and challenging young people is well co-ordinated and safely managed, is critical.

As Chair of the YJS Management Board in North Yorkshire I welcome this updated strategy which gives us a further opportunity to restate our positive commitment to improving outcomes for children and young people, as well as setting out our key priorities for the coming year and how we want to further improve outcomes. My thanks to partners for their active support of this work.



Pete Dwyer
Chair of YJS Management
Board

What is a Youth Justice Service?

Youth Offending Teams (known as the Youth Justice Service in North Yorkshire) were set up in 2000 by the Crime and Disorder Act 1998. The Act says that the local authority, the police, probation and health services must work together *'to prevent offending and re-offending by children and young people under the age of 18, and to ensure that custody for them is safe, secure and addresses the causes of their offending behaviour'*.



Our Teams

In North Yorkshire there are two Area Teams working with young people aged 10-18 years (although supervision of some young people can be up to the age of 20). Our main Area Team offices are in Harrogate and Scarborough, and there is a small satellite office in Selby.

Young people are either given out of court disposals such as Youth Cautions and Conditional Cautions, or are on court orders – this may be community orders or custody.

Young people may be sentenced to a Referral Order or Youth Rehabilitation Order (YRO) and have to attend regular appointments with professional staff from the YJS or other services. Young people who have lots of risks and needs are seen more frequently, and given a higher level of support.

Every young person under YJS supervision will complete an agreed programme of work to help them to stay out of trouble and make better choices. Courts may also add special requirements, for example a night-time curfew, school attendance or a condition that the young person does not mix with specific people who are thought to be a bad influence.

Many of the communities we work in are very rural and distant from our main offices. Our staff are flexible, often using satellite offices, partner facilities and remote working technologies such as laptops and 3G connections in York and Scarborough courts.

Both teams are opening later in the evenings, and providing an increasing range of weekend services to meet the needs of the people we work with.

A Reporting Centre meets on a Saturday in Harrogate to work with young people on the edge of criminal behaviour or who are being assessed for Youth Cautions and Conditional Cautions. Our staff and volunteers frequently deliver evening Referral Panel and group work projects, both in the office and community.

Our People

The YJS has a staff team of professional officers, support workers and admin, along with a range of seconded staff from Children's Social Care, Education, Police, Probation and Health. We also directly employ specialist posts to lead our work in key areas of service delivery.

Our staff have a broad and diverse mix of skills and expertise, including professionally-qualified Social Workers, Probation Officers, Youth Workers, Teachers, Nurses, Police Officers and a Solicitor. Many other staff hold relevant degree-level qualifications, for example in Criminology, Psychology & Law.

Includes many volunteers.....



Currently 54 volunteers provide additional services for YJS, working throughout the county in a range of roles. The quality of our volunteers is very high, through careful selection, training and supervision by our Volunteer Co-ordinators. Pictured here are volunteers from the Selby area being awarded for their long service and outstanding contributions.

Volunteer Appropriate Adults attended 359 interviews in Police stations in the last year, sometimes working beyond midnight to support a young person through police custody.

Over 4,000 hours of community reparation are ordered by Courts and Referral Panels each year. The majority of this work is completed in small group projects or individual placements, supervised by volunteers.

Last year we reported that over 81% of Reparation requirements were fully and satisfactorily completed, an increase from 70% in 2012/13. We are pleased to report that this successful rate has been maintained.

Staff Training & Development

The YJS benefits from access to NYCC training facilities through Workforce Development, and also commissions training for our specialist needs in youth justice - for example Risk Management, Restorative Justice and Pre-Sentence Report Writing.

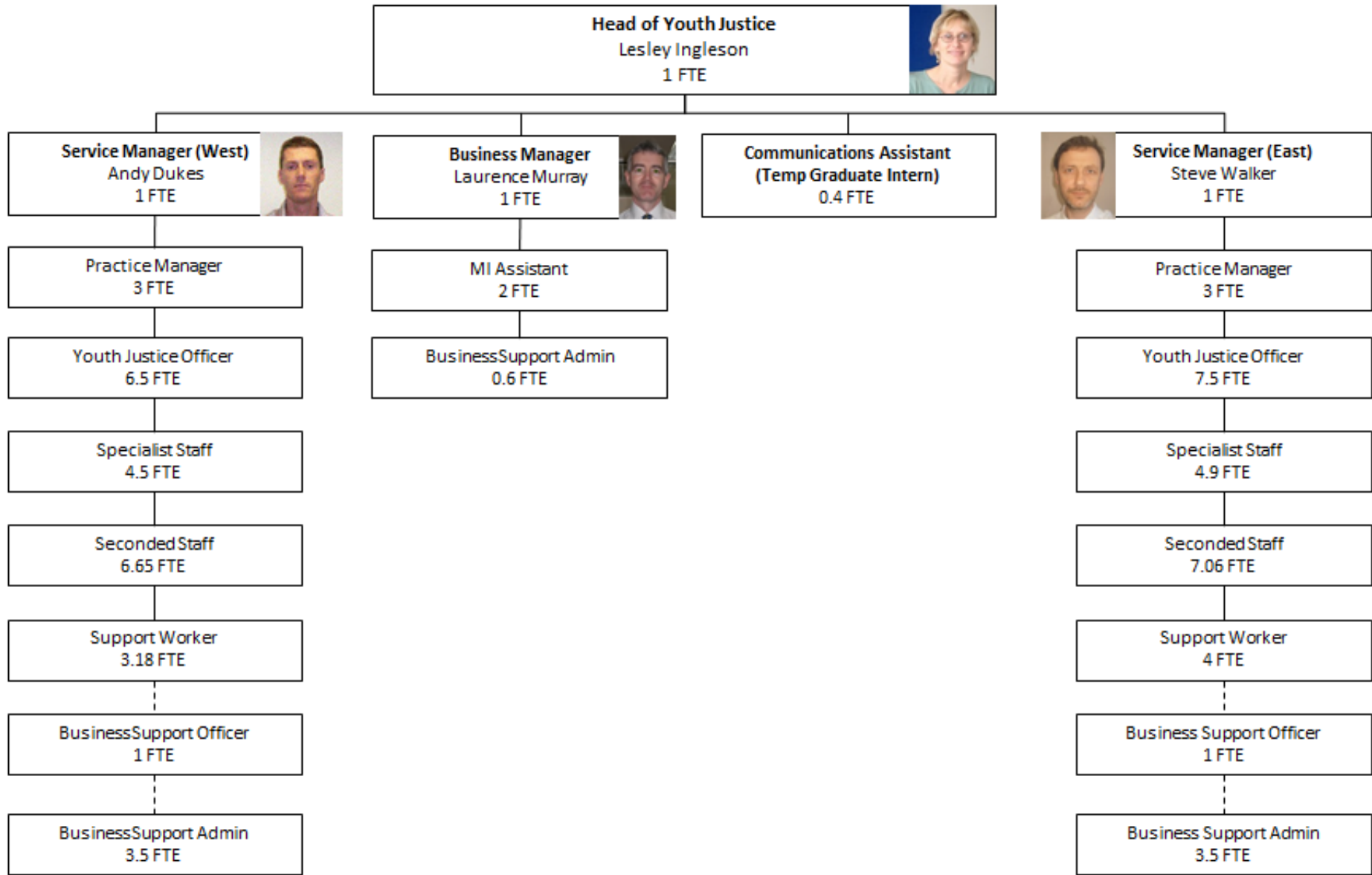
We conduct joint training and development with the staff of partner agencies, improving our practice and helping us all work together better with troubled teenagers.

We have a pro-learning team culture, with a number of student placements, and have access to the Youth Justice Board's online Youth Justice Interactive Learning System (YJILS) provides a range of specialist practice modules created by Open University & YJB experts.

The YJS has a Workforce Development Plan ensuring investment in high quality support, supervision and training of staff. On-line training planned this year includes:

- 'Channel' and 'Prevent' training to assess the risk of young people being drawn into extremism.
- Child Sexual Exploitation
- MAPPA awareness
- Preparation for AssetPlus





The Young People We Work With.....

The challenge within North Yorkshire is how to make sure our resources reach those who need them. North Yorkshire is England's largest county, stretching from the North Sea Coast to within 12 miles of Morecambe Bay, and from south of the M62 to the edge of Teesside. North Yorkshire is sparsely populated, with its 10-17 population of 56,835 (Census 2011) spread across an area covering 3,000 square miles. Approximately 32% of North Yorkshire's population live in sparse areas and 24% in areas defined as 'super sparse' with fewer than 0.5 people per hectare. Additionally, significant pockets of deprivation are found in communities such as Scarborough and Selby.

Approximately 93.4% of the 10-17 population define their ethnicity as 'White British', slightly less than the percentage for the total population of North Yorkshire (94.4% Census 2011). The single largest ethnic minority at 2.0% of the 10-17 population, as identified in the Census, is 'White Other' and this is believed to largely reflect the movement into the county by people from Eastern Europe, most notably in Harrogate and Ryedale. 2.7% of the 10-17 population in Richmondshire are identified as 'Other Asian' and this is mainly due to the number of young Nepalese soldiers/children of Nepalese soldiers recruited into the British Army who undergo training at Catterick Garrison. There are parts of Craven District with a larger ethnic minority population when compared to the rest of the county.

	10-17 Population	% White British	% White Irish	% White Gypsy or Traveller	% White Other	% Mixed Ethnicity	% Asian or Asian British	% Black or Black British	% Other Ethnic Group	% Total
Craven	5,422	93.1	0.1	0.2	0.9	1.9	3.5	0.2	0.1	100.0
Hambleton	8,340	96.7	0.1	0.3	0.9	1.3	0.5	0.1	0.1	100.0
Harrogate	15,580	89.7	0.3	0.1	3.5	2.3	2.6	1.1	0.4	100.0
Richmondshire	4,752	93.5	0.2	0.1	1.1	1.6	3.0	0.3	0.2	100.0
Ryedale	5,152	93.8	0.5	0.1	2.7	1.3	1.0	0.4	0.2	100.0
Scarborough	9,542	95.2	0.1	0.1	1.7	1.4	1.2	0.2	0.1	100.0
Selby	8,047	95.3	0.1	0.4	1.2	1.5	0.6	0.8	0.1	100.0
North Yorkshire	56,835	93.4	0.2	0.2	2.0	1.7	1.8	0.5	0.2	100.0

Our Funding

Partnership funding has remained reasonably stable over recent years, but the Youth Justice Service, like any publicly-funded organisation, has had to find savings. The National Probation Service and Health have confirmed that funding in 2015/16 will remain at the same level as the previous year. NYCC has reduced its contribution by £160,000 as part of the 2020 savings it is required to make.

Funding from the Police and Crime Commissioner (PCC) remains at the same level as last year, and is subject to a separate Service Specification agreement setting out how the funding is to be spent and what is to be achieved.

The YJS also gets a grant from the Youth Justice Board, which reduced in 2015/16 by £71,980. At the time of writing, the YJB has advised of a further potential in-year cut to this grant of between 5% and 15%. In addition, three separate grants have been awarded for 2015/16; £2,000 to maintain a programme of Restorative Justice training, £27,691 to establish a Junior Attendance Centre, and £18,343 to deliver the Unpaid Work element of court orders.

The YJS needs to be efficient whilst still improving outcomes. Savings in 2015/16 have included a further reduction in both frontline and back office staffing, as well as savings from a range of supporting budgets.

A breakdown of partner contributions to the YJS Pooled Budget for 2015/16 is contained in Appendix 4.

The grant received by the YJB is used exclusively to deliver youth justice services, and a more detailed breakdown of how we plan to use this funding is contained in Appendix 5.



How Well Do We Perform in North Yorkshire?

The Government has 3 priorities it wants us to achieve:

1. Stop young people from becoming offenders:

The number of children and young people who enter the criminal justice system for the first time has significantly reduced over recent years. From January to December 2014, there were only 210 young people compared with 1175 in January to December 2007.

2. Stop young people from committing more crime:

We measure this by tracking the young people we work with over a 12 month period to see if they commit any new offences. This takes time and the most recent data available relates to the period July 2012 to June 2013. This shows there has been a slight increase in re-offending in North Yorkshire compared with the same period 12 months previously, from 34.5% to 38.3% of the young people we worked with in this period going on to re-offend within a year.

We believe the re-offending rate is influenced by a number of different factors: the economic climate and rising poverty; because we are keeping young people who commit minor offences out of the criminal justice system (and these young people would be the ones less likely to re-offend); and because we are working with more difficult and challenging young people out in the community who might otherwise have been in custody.

3. Keep young people out of custody:

Custody rates in North Yorkshire have remained low and have reduced steadily over recent years - 16 young people were sentenced to custody in 2014-15 compared to 23 the previous year and 25 in 2012-13. We were also successful in reducing the number of nights that young people spent remanded in custody awaiting trial or sentence – this was down from 1101 in 2013/14 to only 353 nights in 2014/15. We aim to ensure that custody is only used for young people who have committed very serious crimes or where it is necessary to protect the public from serious harm.

The Youth Justice Service Management Board

The North Yorkshire Youth Justice Service Management Board comprises senior management representatives of all the partner funding agencies and other strategically important organisations. Pete Dwyer, Corporate Director of Children's Services is the Chair of the Board.

The Management Board is committed and dynamic, and members provide appropriate challenge and direction to the YJS. This has included reviewing local practice in response to the range of HMI Probation thematic reports which are published through the year.

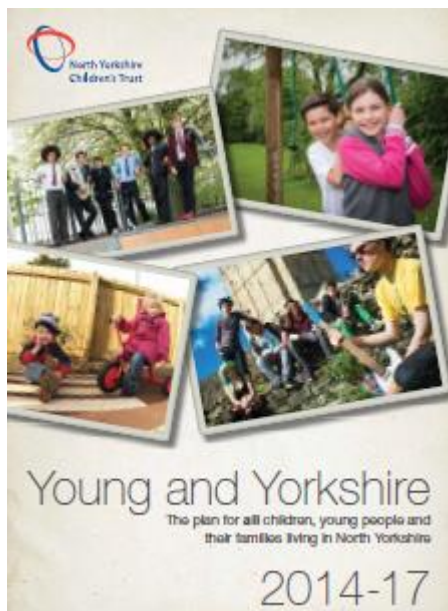
Board meetings are every 3 months at which attendance is very good. It is the role of the Chair of the Board to ensure that there is a comprehensive approach with emphasis on strategy, rather than narrowly focusing on performance matters.

As a number of Board Members and the Head of YJS sit on other key strategic groups including the Children's Trust Board, Local Criminal Justice Board, the Safeguarding Board, Reducing Re-offending Board and MAPPA, this ensures that planning is joined up and that the needs of children and young people in the criminal justice system are seen as a priority.

Who are the YJS Management Board Members?

Pete Dwyer (Chair)	Corporate Director Children's Services	North Yorkshire County Council
Vicky Metheringham	Head of Safeguarding and LAC	Children & Families Service, NYCC
Alan Clifton	Head Teacher Virtual School	Children & Families Service, NYCC
Leanne McConnell	Head of Criminal Justice	North Yorkshire Police
Gordon Martin	Court Legal Advisor	HM Courts and Tribunals Service
Tracey Bagley	Court Legal Advisor	HM Courts and Tribunals Service
Joanne James	Service Manager	Child & Adolescent Mental Health Services
Louise Johnson	Head of North Yorkshire NPS	National Probation Service
Jayne Hill	Senior Commissioning Manager	Partnerships CCG
Samantha Pariser	Commissioning & Partnership Manager	NYP / PCC Joint Corporate Commissioning & Partnership Team
Howard Emmett	Finance Manager	Children & Young People's Service, NYCC

Cllr Janet Sanderson, Lead Member for Children & Young People also attends Board meetings.



Partnership Working Across North Yorkshire

The Children's Trust Board has a key role in preventing youth crime and re-offending, and receives reports from the Head of YJS on a regular basis.

On 1st April 2015 a new Children and Families Service was created, bringing together a 0-19 years Prevention Service with Children's Social Care. The Prevention Service retains lead responsibility for delivering targeted early preventative work to young people with risky behaviours who are on the edge of crime. The YJS has invested in Family Outreach Workers, located within the Prevention teams, to support young people who are involved in anti-social behaviour or who are issued with Youth Cautions by the Police for low-level crime.

'**Young and Yorkshire**', the Children and Young People's Plan 2014–17, celebrates contributions made by young people across North Yorkshire while keeping a focus on improving outcomes for

the most vulnerable:

- Ensuring that all children and young people experience a good or outstanding education
- Keeping families together and having fewer children and young people living in care
- Helping all children and young people to lead healthy lifestyles

Developing Stronger Families brings together different agencies working with those families with many different and complex problems. The project works with the whole family to make sure that there is one effective, joined up plan. The YJS is represented on local operational groups to support this work and identify families who can benefit.

Multisystemic Therapy (MST) is an intensive family and community based intervention for young people at risk of care or custody. A new MST project has been set up in Scarborough, co-located with the YJS.

Police and Crime Commissioner

The election of Julia Mulligan as North Yorkshire's first Police and Crime Commissioner introduced an important element of local planning and accountability across the criminal justice services. We work closely with partners to support and deliver the Commissioner's Police and Crime Plan 2013-17.

**Police and Crime
Commissioner
North Yorkshire**



Early Intervention to Divert from Crime

Most children and young people who commit an offence will never go on to commit more crime. For most it is better to divert them away from the criminal justice system while still making sure that they are held to account for their actions. Where young people have assessed needs, we will ensure that services are in place to meet these needs.

The YJS works closely with the Police and the Prevention Service to deliver diversion schemes - known as Out of Court Disposals. This might be a Community Restorative Disposal, a Youth Caution or a Conditional Caution. The young person might have to undertake work to repair or make good some damage caused, or apologise to a victim. Sometimes this is face to face, sometimes by letter. It may also involve attending alcohol or drug counselling or working with other services on other identified needs.

The needs and wishes of victims are central to this approach and the YJS has Victim Liaison Officers who reach out to victims and support them in expressing their wishes & feelings. Victim Liaison Officers also act as a critical friend for YJS case managers, keeping the victim's safety and welfare at the heart of all our casework.

To ensure that Out of Court Disposals are used fairly, the YJS, Police and other key partners have established a Panel to monitor and review usage across the county. An Independent person chairs the Panel which meets every 3 months.

No Wrong Door

NYCC successfully secured over £2 million Innovation Funding to set up this project which brings together a variety of accommodation options, care placements, and outreach support for complex adolescents. The project will work with a number of the most challenging young people in the criminal justice system, supporting the work of YJS and other key partners.



Transitions: Youth to Adulthood

As young people move into adulthood, they can experience many changes. They may move from YJS to Probation, from fostering or residential care into independence. The change from young people friendly services to adult provision can be a difficult one.

In North Yorkshire the YJS works closely with other key services to improve assessments, joint working and provision for those aged 17 to 24 years. This year we will implement a new electronic system called the *Y2A Portal* to improve how we share information and assessments with the National Probation Service or CRC (Community Rehabilitation Companies).

Accommodation Needs of Young People

North Yorkshire has an accommodation pathway for 16 to 25 year olds, with Local Hubs staffed by District Council Housing and the Children and Families Service.

These Hubs provide a single point of access to accommodation services for young people who are at risk of being homeless. Each Hub has a multi-agency team to provide information, advice, assessment and mediation to prevent homelessness, and all 16 and 17 year olds who may be homeless have their needs assessed by a social worker. Where needed the Hubs provide access to planned or emergency accommodation and support.

Most young people who are at risk of being made homeless are supported either to return home safely or into independent living. The service is developing more accommodation for young people with high needs, including young people who are Remanded to Local Authority Accommodation by court, and young people leaving custody who need supported accommodation.

Making Communities Safer

The YJS works in partnership with the Police and Crime Commissioner, NYCC, and the North Yorkshire Community Safety Partnership (CSP) to reduce crime, anti-social behaviour and the fear of crime in communities.

Together we are delivering priorities identified in the Police and Crime Plan and focussing on how to reduce re-offending and tackle the causes of crime. For those young people who cause most harm to communities and commit most offences, agencies meet regularly to agree shared plans for managing and supporting those young people.

In Autumn 2014, a new Anti-Social Behaviour, Crime and Policing Act was introduced which replaced 19 current powers with 6 new, more flexible powers. The YJS helped develop local guidance and training in readiness for these changes.

Keeping Children and Young People Safe

Young people in the criminal justice system are especially vulnerable. Many have been in care or have had a child protection plan, have special educational needs, poor communication skills or emotional and mental health needs. This is especially true of many young people in custody.

The Head of YJS is a member of the Local Safeguarding Children Board and the YJS works with partners on a number of specific task groups to improve outcomes for young people:

- *Children who are Vulnerable, Exploited, Missing or Trafficked*
 - *MAPPA (Multi-Agency Public Protection Arrangements)*
 - *Speech, Language and Communication Needs*
 - *Housing and Accommodation*



Young People Who Sexually Harm

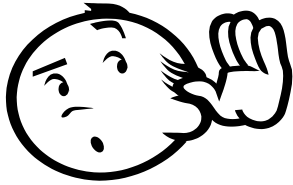
The YJS led the development of a multi-agency strategy to promote effective joint working with children and young people who display or are likely to develop sexually harmful behaviour. The strategy seeks to ensure that help and intervention is available at the earliest opportunity. Some behaviour will be normal, some will be a cause for concern but can be managed by trained staff from many different organisations such as schools, and in a small number of cases, the behaviour will be harmful and the child or young person will need specialist assessment and intervention. Children and young people who sexually harm others may also be at risk of harm or be victims of abuse themselves. Agencies will ensure they receive the help and support they need while being held responsible for their behaviour, and protecting others.

Speech, Language and Communication Project (SLC)

National research has highlighted the extent of undiagnosed SLC needs in young people who are involved in crime. Their behaviour often masks underlying problems and they may have difficulty understanding what they have to do as part of their court order.

Over a 3 year period, 4 part-time Speech Therapists are based in the YJS to develop services aimed at young people with multiple vulnerabilities. The project, which began in December 2013, is developing staff awareness and skills, ensuring that the environment for working with young people with SLC needs and the materials used in interventions are appropriate. Speech Therapists assess young people and provide specialist one to one work with those who have identified needs. The project is to be expanded this year with the recruitment of a Special Educational Needs teaching post.





Engaging Young People and Promoting Participation

The views of young people we work with are important to us, and need to be heard if we are to improve our services. One of the ways we do this is by using 'Viewpoint'.

Viewpoint is an interactive tool which young people use on the internet to share their views - what is going well for them, what their difficulties are, what needs to change.



Some early feedback from young people is detailed below -

- 88% felt that working with YJS had helped them stay out of trouble
- 97% felt YJS staff did what they said they would do
- 96% of young people felt listened to by YJS staff

As well as helping to monitor the progress individual young people make, Viewpoint provides YJS with a variety of different reports that help us improve our service. From September 2015, we will move to a new interactive tool with young people called 'Your Voice'.



Feedback from Young People

“ They helped me learn how to say no and helped me get a job with one of the victims I had hurt and disappointed, which was amazing”.

“I’m not under the influence of drugs anymore and I’m eating properly now”.

“I’m in a different place of education now, and I’m doing much better”.

“..I have grown up a lot more and I’m now a father with my own family to support and keep...I’ve now learned that I need to appreciate the life I have got a hell of a lot more. I’m a good person now, and I plan on keeping things that way”.

“I’m actually starting to attend school now”.

“I don’t think about things as much and don’t bottle things up.”

In April 2014, We Promised...

To target prolific offenders with extra support and supervision, helping them stay out of trouble.



To provide quick, effective drugs & alcohol treatment services for young offenders.



To reduce the number of young people who returned to custody after discharge.



To engage and support at least 45% of youth crime victims, and to increase their satisfaction rate



To ensure at least 80% of reparation hours in Referral Orders were successfully completed.



To improve staff awareness of Child Sexual Exploitation.



To make efficiency savings.



To Invest in training and our workforce.



During 2014-15, We Delivered...

25% fewer offences were committed by this group, and seriousness of their offending reduced by 38%.

100% of young people were seen in less than 15 days. 100% had a discharge plan to support them afterwards.

Only 5 young people were returned to custody this year compared to 8 in 2013/14. The number of repeat episodes reduced by 27%.

Victim engagement increased to 51%, and 95% said they were satisfied with our service.

79.4% successfully completed - 985 reparation hours in Referral Orders

36 staff trained since Sept. 2013. With partners, we are implementing the CSE strategy.

£344,000 savings achieved over 2 years.

Staff have attended a vast range of training events and undertaken on-line learning. The service benefits from low sickness and vacancy rates and positive team morale.

Our Priorities for 2015-16

In addition to those areas of work which are already outlined, there are other important challenges facing us in the future.

▪ *Reduction of Crime*

“targeting those who repeatedly offend and present the highest risk...”

We will reduce re-offending, by continuing to focus on those young people who repeatedly offend and present the highest risk. Early estimates of current re-offending rates indicate an increase across both York and North Yorkshire and we will work with York YOT and Police colleagues to analyse local data to identify issues and areas where resources and improvement efforts need to be focused.

The use of alcohol and drugs is a key risk factor, and we will work with other services to tackle the harm caused to young people and communities.

We know that young people are less likely to commit crime if they are in full-time Education, Training and Employment. The Youth Justice Service will continue to work to improve access to provision and increase take-up of opportunities across the county.

Early onset of offending is an indicator of future prolific and serious offending. We are investing in Family Outreach Workers, co-located within the Prevention Service to intervene earlier with those who may present the greatest risk.

If successful against this priority we will see:

- A 10% reduction in the frequency and a reduction in seriousness of offending by young people assessed as needing ‘high intensity’ intervention.
- An increase in young people attending full-time education, training or employment, and all statutory school-aged young people being offered their entitlement of full-time provision.
- Effective management of young people subject to multi-agency public protection arrangements.
- All young people under supervision having good quality risk assessment and case management.

▪ *Young People in Custody*

We will keep our focus on young people who are in or at risk of custody.

We will make sure that good quality systems are in place, and that staff across the services understand what they need to do whenever a young person ends up in custody. We will ensure that we begin the planning for young people's release from custody as soon as they are sentenced.

“focus on young people who are in or at risk of custody ...”

If we are successful:

- Custodial detention will be avoided wherever possible through provision of robust, defensible community alternatives.
- Young people who must be detained will be supported by swift, co-ordinated multi-agency planning for their placement and detention.
- Effective resettlement planning will be demonstrated by seamless transition to community provision, leading to fewer young people returning to custody through Breach or Re-offending.
- Maintain low numbers of nights young people spend Remanded to Youth Detention Accommodation (custody).

▪ *Improving our Practice – Restorative Justice and Victim Engagement*

Restorative Practice and reparation that is meaningful to victims is integral to the work we do. The Youth Justice Board provided funding to all Youth Justice Services to train staff and Referral Panel volunteers during 2014 to an accredited standard. We have invested in comprehensive training for staff and volunteers and over the coming year will further embed these approaches in our practice. As at 31.03.15 we have trained 59 members of staff and volunteers in restorative justice conference facilitation. In addition 38 members of staff have received further training in 'Working with Victims'.

“Restorative Practice is integral...”

Critically, we will improve on levels of victim satisfaction and engagement and will deliver our services in line with the new 'Code of Practice for Victims of Crime'. National research indicates that 80% of victims do not want any information, advice or support from the state or from other sources. We are committed to identifying those who do, and ensuring that they receive the information, advice and support they need. We aim to increase the number of victims who engage in face to face Restorative Justice and to consult victims and young people when putting together reparation programmes.

- Successful delivery of this priority will be demonstrated by full delivery of the national YJB training and development programme for Referral Panels and Restorative Justice.
- By April 2016, at least 40% of victims of youth crime will be receiving services from the YJS, and 80% will express satisfaction with those services.
- Evidence of increased mediation and restorative outcomes, with victims encouraged and supported to engage in face to face contact restorative justice meetings.
- Successful completion of reparation in Referral Orders will be at least 80%.

▪ *Out of Court Disposals*

Some young people are diverted from the criminal justice system at a very early stage by means of a Community Restorative Disposal. For others, Youth Cautions and Youth Conditional Cautions were introduced in April 2013 and systems are in place to assess these children and young people and to make sure that services are available to meet their needs and the needs of victims.

The Youth Justice Service is represented on a Scrutiny Panel which monitors and reviews how these different disposals are used – making sure that the decisions that are made are the right ones, and that actions taken are effective in reducing crime.

“Some young people can be diverted from the criminal justice system...”

New Anti-Social Behaviour legislation was introduced last year and the YJS works with Community Safety Partners and other key organisations to make sure that anti-social behaviour is addressed in the community. This successful approach has led to an 8% reduction in ASB over the past 2 years.

New ‘Prevention Hubs’ provide early intervention with those children and young people who may present the greatest risk of becoming involved in crime and the YJS has invested in temporary additional staffing, co-located in three of these hubs.

If successful against this priority we will

- maintain the low numbers of children and young people entering the criminal justice system
- impact on re-offending rates by intervening much earlier with young people who are most likely to go on to offend
- ensure transparent and consistent decision-making which maintains the confidence of both the public and courts

▪ *Child Sexual Exploitation*

Child sexual exploitation (CSE) is a form of child abuse that remains hidden but is far more widespread than is recognised. Young people in the criminal justice system are especially vulnerable and their sometimes reckless and risky behaviour can be misinterpreted as a lifestyle choice. We will not make this mistake – we will protect our young people to the best of our ability, regardless of how hard they are to engage.

Together with our partners we will identify and prevent incidents of CSE by raising awareness of the problem, training staff to spot tell-tale signs, and sharing concerns and information appropriately.

NYCC has invested in work with young people, community groups and across agencies to take this work forward and develop services. A Project Co-ordinator was appointed in 2013 and works closely with the YJS and other key partners to deliver the CSE action plan.

*“identify and
prevent child
sexual
exploitation...”*

If successful against this priority we will:

- Raise the awareness and understanding of staff and members of the public to help them identify and report concerns of child sexual exploitation.
- All Youth Justice Officers will receive appropriate training.
- Attend local VEMT groups (Vulnerable, Exploited, Missing and Trafficked) to capture and map data and to support activity to Prevent, Protect and Prosecute.

- *ASSET Plus*

The Youth Justice Service took part in a YJB National Working Group to develop a new assessment framework. The resulting “ASSET Plus” model is more closely aligned to assessment tools used in the Children and Families Service.

ASSET Plus will be introduced throughout the Service in early 2016, an Implementation Plan has been developed to manage the Training, Technology and Communication aspects of this. All staff will complete intensive on-line and classroom training over the next few months to prepare a smooth transition.

If successful against this priority we will:

- Complete a planned transition as scheduled
- Maintain service delivery & performance reporting through the change period.
- Deliver improved assessment and case management practice.

- *Junior Attendance Centre*

North Yorkshire has secured an MoJ grant to develop a new model of Attendance Centre provision, working in partnership with the Prevention Service and other local agencies. Based in the hot-spot district of Scarborough, this project will deliver structured, positive activity for troubled young people, developing their skills and motivation.

If successful against this priority we will:

- Appoint a Lead Officer to develop and launch the project.
- Form a local delivery partnership with key services and stakeholders
- Establish a venue, and develop schedules and programmes of activity
- Commence operational delivery in early 2016

Management Board signatures:

Pete Dwyer, Corporate Director of Children's Services and Chair of Board:

Vicky Metheringham, Head of Safeguarding & LAC, Children & Families Service:

Alan Clifton, Head Teacher, Virtual School:

Leanne McConnell, Head of Criminal Justice, North Yorkshire Police:

Gordon Martin, Court Legal Advisor:

Louise Johnson, head of North Yorkshire National Probation Service:

Jayne Hill: Partnership Commissioning Unit on behalf of CCGs

Joanne James, Service Manager, CAMHS:

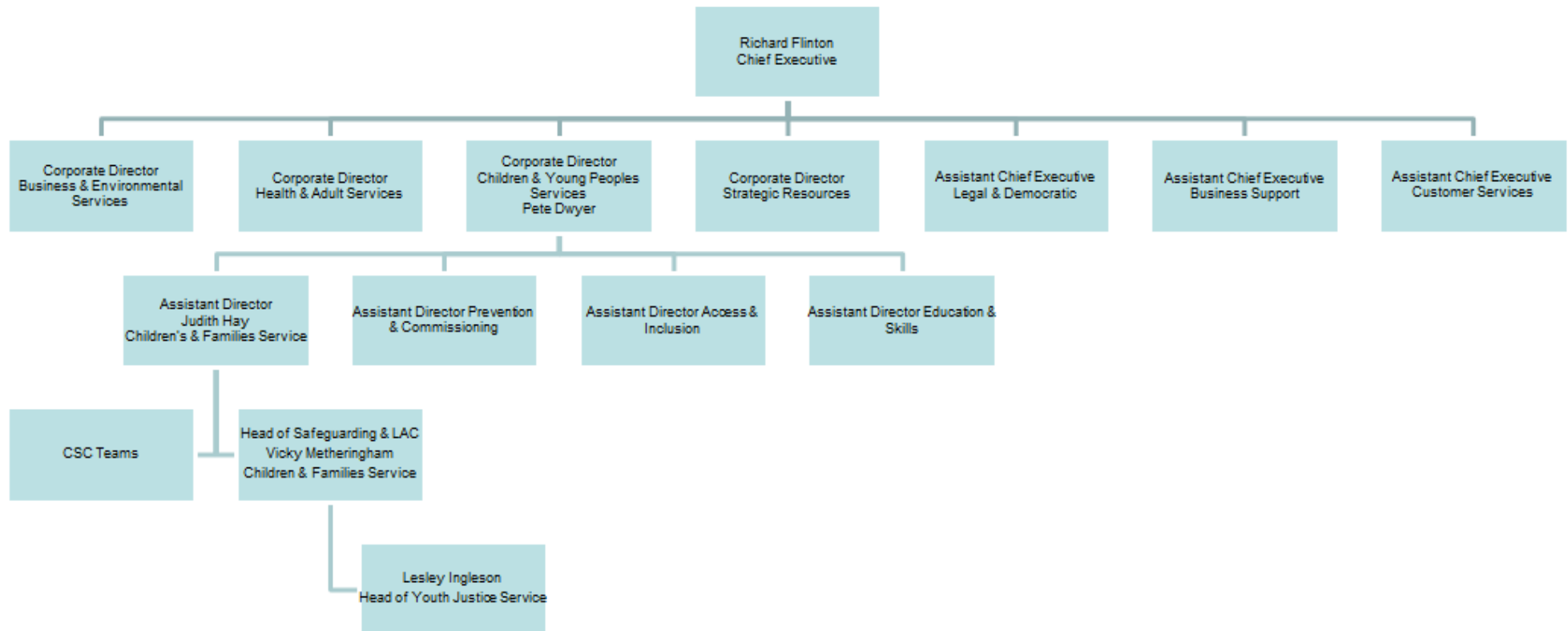
Howard Emmett: Finance Manager, CYPS

Samantha Pariser: NYP / PCC Joint Corporate Commissioning & Partnership Team

Tracey Bagley: Legal Team Manager

NYCC Structure Chart

Appendix 1



Youth Justice Service Staff (by Headcount)

	Strategic Manager (PT)	Strategic Manager (FT)	Operational Manager (PT)	Operational Manager (FT)	Practitioners (PT)	Practitioners (FT)	Admin Support (PT)	Admin Support (FT)	Sessional Workers	Volunteers	Total
Permanent		1	3	7	13	25	5	9			63
Fixed-term							1				1
Outsourced											
Temporary									8	54	62
Vacant			1		1						2
Seconded Children's Services Social Workers						4					4
Seconded Probation Officers						2					2
Seconded Police Officers						2					2
Seconded Health Workers					3						3
Seconded SLC Therapist					4						4
Seconded Education Liaison Workers						2					2
TOTAL											
		1	4	7	21	35	6	9	8	54	145
Disabled (self-classified)				1							1

Youth Justice Service Staff (by Gender and Ethnicity)

	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Volunteers		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White British		1	5	4	17	35	2	11	3	5	19	31	46	87
White Irish					1			1					1	1
Other White						1								1
White & Black Caribbean														
White & Black African														
White & Asian														
Other Mixed						1								1
Indian												1		1
Pakistani														
Bangladeshi														
Other Asian														
Caribbean			1										1	
African											2	1	2	1
Other Black														
Chinese														
Any other ethnic group								1						1
TOTAL		1	6	4	18	37	2	13	3	5	21	33	50	93

Partner Contributions to the Youth Justice Service Pooled Budget 2015/16

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
North Yorkshire County Council	314,880	167,679	594,220	1,076,779
Police Service	97,533	0	141,188	238,721
National Probation Service	90,070	0	51,120	141,190
Health Service	57,302	0	60,632	117,934
Police and Crime Commissioner	0	0	142,990	142,990
YJB Good Practice Grant	0	0	875,121	875,121
Total	559,785	167,679	1,865,271	2,592,735

Planned Expenditure of the YJB Grant

The YJB grant is used to achieving the following outcomes:

- Reduction in youth re-offending;
- Reduction in the numbers of first time entrants to the justice system;
- Reduction in the use of youth custody
- Effective public protection, and
- Effective safeguarding

At the time of writing the level of grant funding for 2015-16 remains uncertain, but intended expenditure is as follows:

Staffing	£640,400
Training and Development	£16,270
Preparation for AssetPlus	£39,330
Victims Services, including Reparation	£115,514
Partnership Working	£74,521