



Presentation to Oversight & Scrutiny
Committee 02 Sep 2019 -
Vicky Metheringham – Head of YJS
Steve Walker – Planning & Development



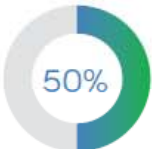

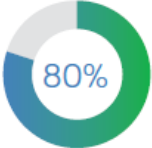



Strategic Plan 2018-20

2018-19 Review



Progress Towards Our 2018-20 Operational Delivery Objectives

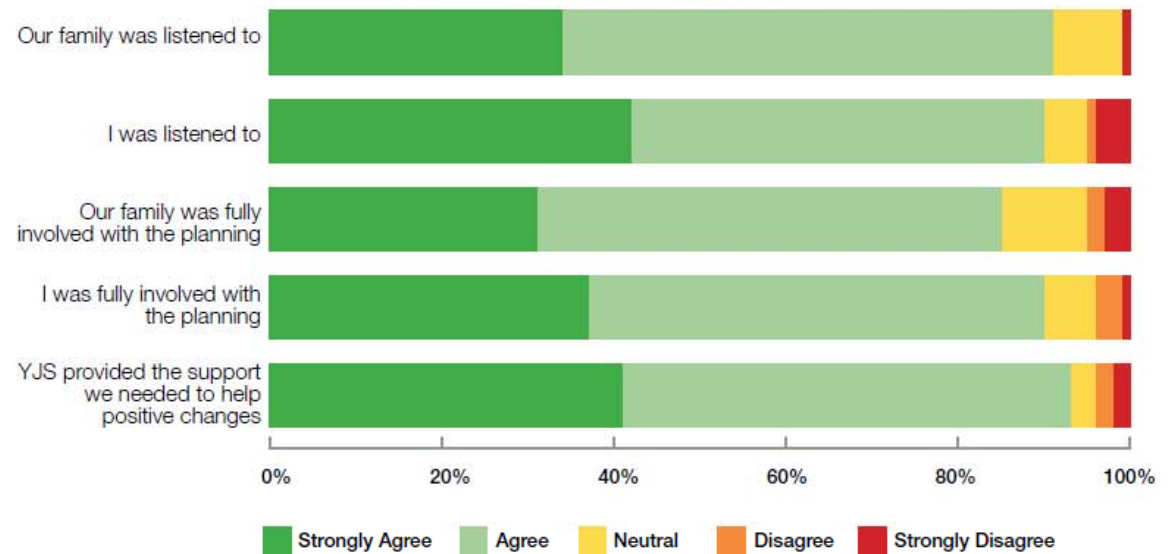
Objective	Progress	Key Points
Every child will have a positive and influential relationship with their YJS worker		We have built upon the already strong capability of our staff team with new advanced training and best-practice working skills, supported by the new MAP assessment and planning system. Feedback from children and their families suggests we are making good progress in this objective.
Parents and carers will feel positively supported by their YJS worker		We have built upon the already strong capability of our staff team with new advanced training and best-practice working skills, supported by the new MAP assessment and planning system. Feedback from children and their families suggests we are making good progress in this objective.
Young victims will receive enhanced support, recognising their particular vulnerability to re-victimisation and reprisal		During 2017-18 we participated in a review of victim services led by the OPFCC, which continues to inform partnership development. YJS are also engaged in Trusted Relationships, and leading Criminal Exploitation practice. The key area for further work is peer-on-peer victimisation within communities.
YJS staff will spend more of their time on direct work with service users		A pre-MAP baselining analysis of practitioner diaries during March 2019 indicated that 20% of professional time was spent upon direct work. When this exercise is repeated in Sep 2019 we expect to have already reached 30%, and we intend to reach at least 40% by the end of the MAP pilot.
Closer collaboration with Emotional and Mental Health services		All our seconded Health practitioners have clinical expertise in EMH. NHS England have funded a Forensic Clinical Psychologist, and also specialist Speech & Language Therapists, shared with the City of York YOS. We have a continuing and effective link to the regional FCAMHS service.
The Management Board will be more closely involved in addressing gaps and challenges		The Board has recently been augmented by the Chair of the Youth Magistrates Bench and the Head of NYCC Inclusion Support Services. Board Members are individually visiting our operational teams to gain insight, with the aim of developing a more informed, pro-active and constructively challenging oversight.

Service User's Voices

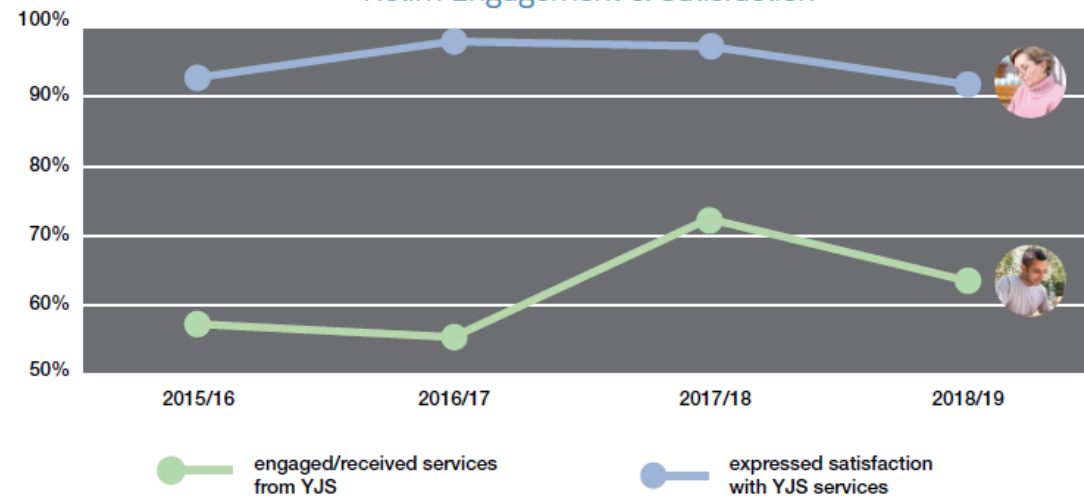
From August 2018, the Youth Justice Service has been operating a systematic online closure survey for young people and families, shared across all of the Children's Services teams in North Yorkshire. We can see the value and impact of our work, set within an integrated countywide mapping of service user views.

No less importantly, our expert Victim Liaison Officers offer information, support and participation opportunities to every identified victim. 60-70% of victims accept some support from YJS, and very high levels of satisfaction are consistently expressed by those victims at closure.

YJS Closure Feedback 2018/19



Victim Engagement & Satisfaction

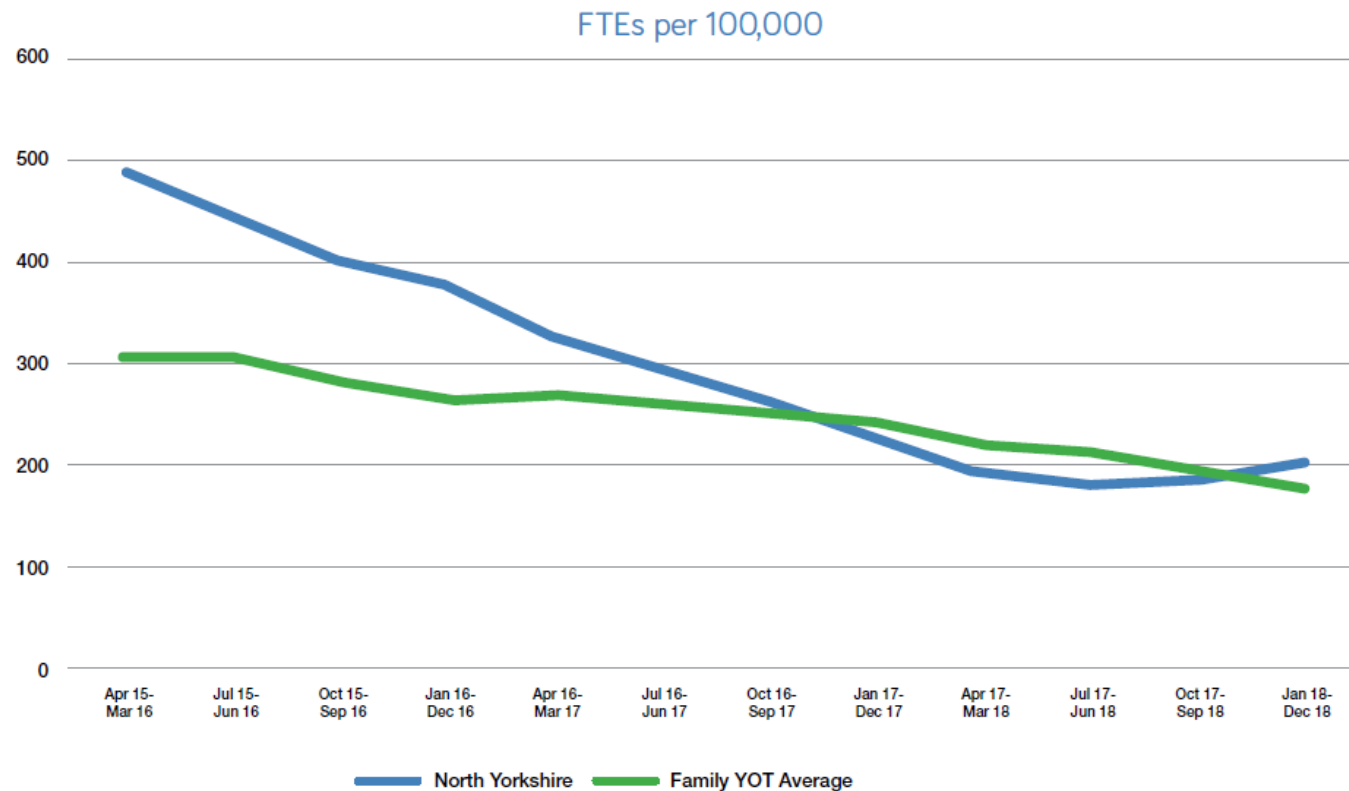


National Performance Indicators

First Time Entrants

We know that entry to the criminal justice system has negative impacts on a child's self-perception, and also impairs their life chances. Wherever possible, children should be diverted to positive support and intervention.

Through a sustained and relentless focus on driving down our First Time Entrant rate, led by our partnership Youth Outcomes Panel, we have made very substantial progress. This continues to be a priority area for service development, and further reduction is confidently expected as North Yorkshire's integrated Early Help model develops.



Use of Custody

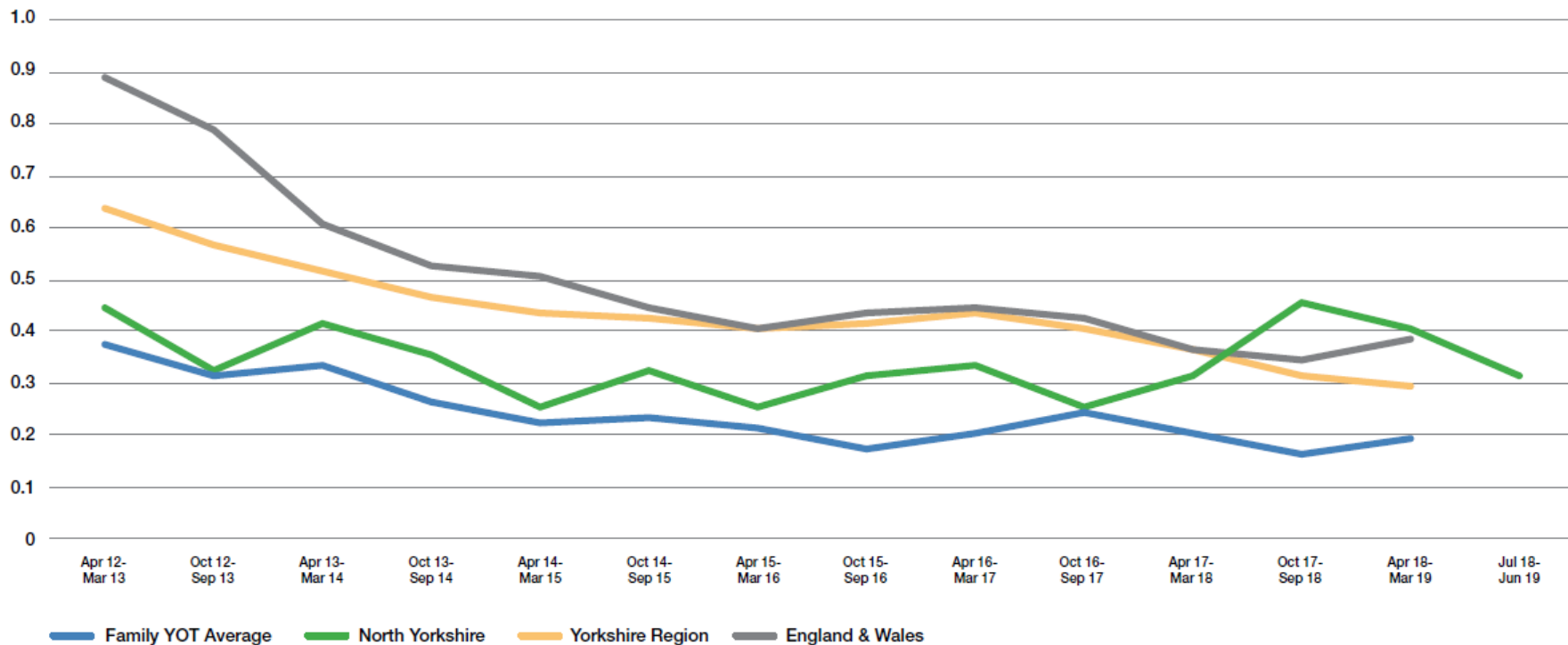
We know that custodial detention is harmful to the child's welfare, and rarely successful in changing their behaviour. Unless strictly necessary to protect the public from serious harm, we should divert those children to community supervision.

For many years North Yorkshire has maintained a good custody rate – significantly better than national and regional averages, although not quite as low as our best-performing family YOTs.

Our custody rate spiked in 2017-18, partly because of an unconnected series of serious cases, but also because of a trend in local sentencing practice to impose multiple concurrent detention orders.

These factors have been addressed, and North Yorkshire's custody rate is now falling back into normal range.

Custody Rate per 1,000



Custodial Remand

Although not a discrete National KPI, reducing remands to Youth Detention Accommodation (YDA) is a key priority for the local partnership.

We applaud the national reduction of custodial detention by two-thirds since 2008. This has however led to closures of secure establishments, and concentration of the remaining, highest-need and most challenging young people into a smaller range of placement options. We know for example that our colleagues at Wetherby Young Offenders Institution (YOI) are now dealing with more serious, complex and risky young people from a wider catchment, and that gang-related violence is an increasing concern for all YOIs.

We have been concerned for some time about the welfare of North Yorkshire children remanded to this environment, and have often felt it necessary to recommend placement in a more protective and nurturing Secure Children's Home (SCH) or Secure Training Centre (STC) (the Youth Custody Service is the final decision-maker, but has usually

concurred with our assessment). As a result, North Yorkshire's ratio of placements into YOI is diametrically opposed to the national trend.

Although this leads to a better standard of immediate safety and care for the child, it presents other significant challenges. Family and professional contact is greatly impaired by typical return journeys of 300-400 miles, reducing our ability to maintain positive connections and plan for resettlement.

Finally, it became clear that the thinning of child remands to the highest-need and most challenging few was disproportionately impacting upon our looked-after children. Between 2013-18, looked-after children comprised 46% of all YDA remands, peaking in 2018 when 8 of the 9 YDA remanded children were already in the care of North Yorkshire County Council.

This led to a redoubling of efforts to prevent and divert YDA remands, by offering highly resilient and tailored wraparound packages to support those young people in the community, often in partnership with North Yorkshire's flagship No Wrong

Door service. The Assistant Director for Children & Family Services has taken personal ownership of this bold strategy.

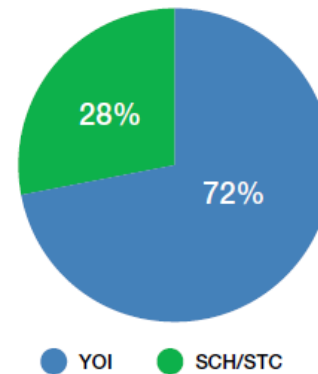
As a result, it has now been 9 months since any North Yorkshire child was remanded into custody, and we confidently expect to reduce YDA placements to less than half of our average 549 bed nights pa. This radical approach delivers better outcomes for the young people, and protects the public by more effectively reducing long-term re-offending.

Our analysis of visit data revealed that each 25-mile interval that a child was held further from home was statistically associated with one less visit from family or friends.

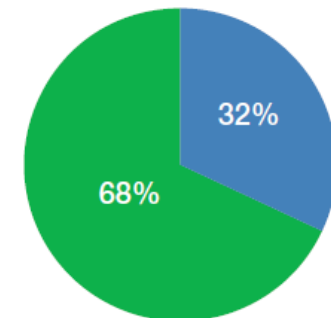
HM Chief Inspector
of Prisons, 2016



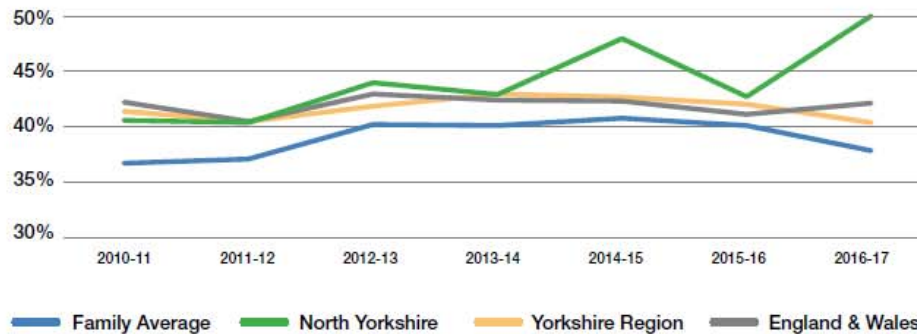
National YDA Placements



North Yorkshire YDA Placements



Binary Reoffending

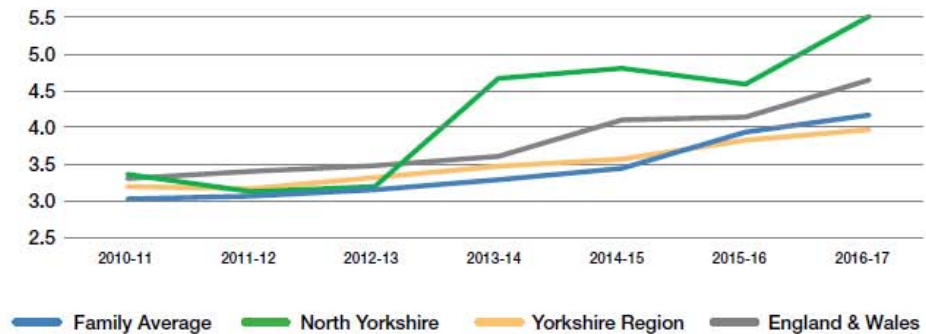


Binary reoffending is the simple percentage of children who re-offend. North Yorkshire's performance in this has been weak for some time, and significantly behind that of our Family YOTs. Our most recent PNC tracked outcomes (2016-17) are 33% higher than Family YOT average.

As stated in the Chair's introduction, poor re-offending performance has been a key concern for the service and Partnership Board over a number of years. We know that we have a strong and capable practitioner team, and we know that North Yorkshire is a safe and prosperous county with good opportunities and good public services (Education, Health, Policing etc). We should not be seeing outcomes like this.

It was these concerns which led us to a radical and transformative change for the service, integrating with NY Early Help to offer broader, more holistic support to children and families, adopting a relationships & strengths-based intervention model, and most recently developing a family-centred Signs of Safety assessment and planning approach. Because of the 21-24 month delay required for PNC tracking the impact of this new approach will

Frequency Reoffending



Frequency Reoffending is the average number of offences committed by the children who do reoffend. Again North Yorkshire has a markedly higher rate than any comparator, our most recent PNC tracked outcomes (2016-17) are 32% higher than Family YOT average.

not be immediately evident, but we are confident that substantial improvement is now being achieved.

Finally, it is also important to note that the national PNC reporting system is based upon each child's last recorded address, rather than the Local Authority or Youth Offending Team who are responsible for that child. North Yorkshire has a high level of inward placement of looked-after children from other areas, many of

whom are then counted against our performance (even though we may have had no contact with that child). And North Yorkshire very rarely places any of our own looked-after children outside our area, so our PNC report is distorted by disproportionate representation of looked-after children, who are themselves disproportionately represented in the criminal justice system.