



**Nottinghamshire  
County Council**

**Nottinghamshire Youth Justice Service Strategy  
Review 2021/22**



# Executive Summary

The Youth Justice Service (YJS) in Nottinghamshire is made up of three multi-agency locality teams and a county-wide interventions team. The service meets all the statutory requirements of a YJS as set out in the Crime and Disorder Act 1998 and includes seconded staff from Police, Probation, Health, and Futures (Education, Training and Employment).

## The aims of the YJS are to:

- reduce the number of young people entering the criminal justice system
- reduce the frequency and rate of re-offending by children and young people who are already within the youth justice system
- keep the numbers of young people experiencing custody – either on remand or as a sentence of the court – to a minimum.

Over the past year, performance against these measures has been good with data showing that Nottinghamshire is performing better than the national average.

- The number of first-time entrants has, again, fallen and Nottinghamshire has seen a 14% reduction on last year's figures.
- Rates of re-offending and numbers of re-offences committed by re-offenders has again reduced and figures show that Nottinghamshire is performing better than the national average.
- Numbers of young people remanded and sentenced to custody means that, both nationally and locally, fewer young people are experiencing a period of incarceration. Locally, the total number of young people remanded/sentenced to custody is significantly reduced from last year.

In addition to the multi-agency teams, the service works with partners and commissioned providers to support children and young people, and to achieve the strategy's outcomes. The board works with partners to ensure that the health provision for young people who offend is equal to those of the general population. Partners also strive to work together to ensure that children are not criminalised or remanded unnecessarily.

Nottinghamshire YJS has maintained its commitment to working with children and young people in need of help, on a non-statutory basis. It delivers a high-quality service in relation to its youth prevention and diversion services, thus, keeping a focus on reducing the numbers of First Time Entrants (FTEs). The service links closely with the Supporting Families agenda and acts as the lead professional where the young person committing crime or anti-social behaviour requires a whole family approach.

The YJS continues to monitor its activities and progress with quality assurance processes that are closely linked with other areas of children's services in Nottinghamshire. The quality management framework is closely aligned to the standards adopted by Her Majesty's Inspectorate of Probation (HMIP). This ensures that the standard of work with children and young people, assessments, and plans remains of high quality, regardless of their stage within the youth justice service.



# Introduction

The Youth Justice Service (YJS) in Nottinghamshire meets all the statutory requirements of a YJS as set out in the Crime and Disorder Act 1998 and includes seconded staff from Police, Probation, Health, and Futures (Education, Training and Employment advisers). It is made up of three multi-agency locality teams and a county wide interventions team, which provides support with interventions to the locality teams, in addition to carrying out early preventative intervention and targeted detached youth work in areas where there is identified anti-social behaviour.

In addition to the multi-agency teams, the service commissions specialist external providers to help it deliver key statutory functions, such as substance misuse, reparation and victim services and appropriate adult work.

## The key aims of the YJS are to:

- reduce the number of young people entering the criminal justice system
- reduce the frequency and rate of re-offending by children and young people who are already within the youth justice system
- keep the numbers of young people experiencing custody – either on remand or as a sentence of the court – to a minimum.

Nottinghamshire YJS continues to monitor performance through its internal quality assurance processes and via quarterly case audits completed on a wide range of cases. Relevant learning is fully utilised across the service and actions are set and reviewed to improve service delivery.

Nottinghamshire YJS is part of the local authority's children and families service department. Line management of the service comes under the Corporate Director for Children's Services. The activities of the YJS are monitored and directed by the Nottinghamshire Youth Justice Partnership Board, which is chaired by the Service Director for Youth, Families and Social Work.

In addition to statutory partners, Nottinghamshire Youth Justice Partnership Board also benefits from having representatives from Education, Commissioning (Accommodation), the Community Safety Partnership and the Office of the Police and Crime Commissioner (OPCC). The Board reports to the Safer Nottinghamshire Board, which feeds into the Health and Wellbeing Board. The Partnership Board meets on a quarterly basis with good attendance from all key partners who are represented at a senior level.

Nottinghamshire Youth Justice Partnership Board holds the YJS to account, ensuring that it meets its statutory aims of reducing first time entrants, reducing re-offending, and reducing the numbers of young people experiencing custody or remand.

As part of YJ Diversion work, young people took part in a photo shoot, expressing their feelings with creative compositions. Their photos have been used throughout this strategy.

## The board:

- ✓ receives quarterly performance reports, identifying areas of opportunity and actively discussing potential risks to future performance
- ✓ reviews every Youth Justice Incident Report along with details of any subsequent progress made against actions set
- ✓ is actively involved in the quality assurance processes embedded within the YJS; thus, assisting in increasing individual board members' understanding of the work of the YJS
- ✓ agrees improvement/action plans; actively monitoring progress against these plans
- ✓ has a forward plan in place to ensure that the agenda of the board is focused on strategic Youth Crime Issues which are specifically relevant to Nottinghamshire and have the potential to impact performance and resources
- ✓ receives regular service delivery updates from team managers, and other staff involved in operational service changes, which enables the board to retain oversight and monitor progress
- ✓ has strengthened how it connects with staff by a YJ staff representative being an active member of the board
- ✓ holds partner agencies to account for any deficits in their operations or practice which is impacting the YJS and hindering effective multi-agency working
- ✓ has consistent cross representation from the YJ Leadership Team, providing an effective link into the management board and supporting effective service delivery.

Nottinghamshire YJS identified five key areas to provide focus over a three-year period (2020-2023). There have also been ongoing streams of work in relation to Disproportionality, Transitions and Serious Youth Violence and Exploitation.

This plan provides an update on the work that the YJS has done over the past year and gives an indication of the work it intends to deliver over the following year (2021/22).

As well as supporting the YJS to carry out its statutory functions and meet its key aims, this plan also supports the work of the Youth Justice Board (YJB) in relation to their identified strategic objectives; these being:

### Statutory Function



*Strengthen and enhance the delivery of our statutory functions*

### Child First



*To see a youth justice system that sees children as children first, and offenders second*

### Custody & Resettlement



*To see an improvement in the standards of custody for children and promote further rollout on constructive*

### Over-represented Children



*To influence the youth justice system to treat children fairly and reduce over-representation*

### Serious youth violence & exploitation



*To see a reduction in serious youth violence and child criminal exploitation*

# Progress and priorities for 2021

## Target 1

### **To work with partners to promote a more holistic approach to meeting children and young people's needs in the Youth Justice System**

Working closely with other teams, departments and partners is key to ensuring that every child or young person can achieve the best outcomes regardless of their place within the criminal justice system. This applies whether they are a child on the cusp of offending, or a young person in youth custody. A case manager will work in collaboration with the child or young person to create an individual programme of intervention. They will identify ways to build on the child's strengths and capacities and develop their potential. They will also identify ways to reduce the negative factors in their life which may be pulling them into offending or increasing the risk of harm to either themselves or others. Nottinghamshire YJS is committed to working with a wide range of partners to provide a more holistic approach to meeting the needs of children and young people in the YJS.

The service benefits from a specialist YJ Nurse who offers a Health Needs Assessment to all children and young people on court orders and ensures that young people's health needs are transitioned into adult services. The YJ Nurse links to primary and secondary care and supports the role of all seconded health professionals working in the YJS.

Whilst improving outcomes for children and young people with speech language and communication needs (SLCN) and developing trauma informed practices are areas of priority; unfortunately, funding supporting the YJ Speech and Language Therapist and Clinical Psychologist has expired which presents risks to ongoing service development in these areas. Other funding streams are being explored to ensure ongoing development and ensure provision is available to meet the needs of children and young people who are known to the YJS.





## Progress this year...

- ✓ Training and development opportunities have enabled staff to improve intervention planning for children and young people within the YJS.
- ✓ The service has continued to work closely with partners to ensure plans are co-created and meet the individual needs of our children and young people.
- ✓ Membership at Local Youth Crime Panels has been broadened to include representatives from Health, Education, Training and Employment (ETE), and the Family Service, ensuring a holistic approach to intervention planning.
- ✓ As part of Out Of Court Disposal (OOC) assessments, all children and young people have their health needs assessed incorporating contributions from various health professionals.
- ✓ All children and young people are screened in relation to their speech, language and communication needs and, where relevant, allocated within CAMHS or signposted to local support services.
- ✓ The YJ Nurse completes work in relation to siblings and parents of those involved in the YJS to ensure that all their health needs are met.
- ✓ Improved planning of interventions with children and young people evidenced with a 'Good' or 'Outstanding' rating in all cases audited.

## Priorities for 2021

- To support the delivery of social skills training to children and young people within the YJS.
- To work in partnership with the Violence Reduction Unit (VRU) and other local funding initiatives to improve outcomes for children and young people with speech, language and communication needs.
- To work in partnership with Change Grow Live (CGL) to develop staff skills and interventions to address substance misuse with children and young people.



# Target 2

## **To increase the number of children and young people who are accessing early intervention aimed at reducing the potential of them entering the criminal justice system**

Nottinghamshire YJS outreach and interventions team has a preventative agenda. Staff work evenings, weekends and holiday periods targeting group work interventions to children and young people aged 10-18 who have been identified by agencies as being at risk of, or involved in, anti-social behaviour within their community. Using outreach and detached youth work they are working to divert young people into meaningful and sustainable activities, promoting children's individual strengths and capacities to develop their prosocial identity for sustainable desistance.

The service updated its prevention offer in 2020 to increase the number of children and young people accessing early intervention. The aim was that children and young people at risk of 'emerging threats' (including Child Criminal Exploitation) could be appropriately identified, supported and protected and more children and young people would be able to access preventative intervention. The YJ service offers a broad range of positive activities underpinned by general youth work principles. All work is constructive and future-focused, built on supportive relationships that empower children and young people to fulfil their potential and make positive contributions to society.

Efforts to reduce the criminalisation of young people at the Out of Court Disposal panels (OOC) has been successful and the YJS is now working with a greater proportion of children and young people on a voluntary basis. Nottinghamshire YJS remains committed to reducing the unnecessary criminalisation of children and the service has continued to work with partners to help divert children and young people away from the Youth Justice System.



## Progress this year...

- ✓ There has been a wider cohort of children and young people receiving preventative intervention (My Futures: Youth Intervention Programme) and the level of support has been enhanced to ensure that it is able to meet the complex needs of these vulnerable individuals.
- ✓ Closer working practices have been established with community partners and a Youth Support Group; consisting of Youth Justice and Youth Service representatives; has been formed. Closer working relationships has enabled the service to ensure that children and young people are supported at the most appropriate level and have access to longer term youth support within their community.
- ✓ A pathway has been established for the youth mentor scheme, supporting young people who are at a high risk of engaging in violent crime beyond their involvement with the YJS.
- ✓ The service has been proactive in working with the police and children's social care; developing processes to identify children and young people who are at risk of Child Criminal Exploitation or Serious Youth Violence at the earliest opportunity. In the past year the service has screened over 330 children and young people who have been involved in a weapon/knife related incident (suspects and victims) with a view of offering intervention. It is hoped that this proactive approach will assist in preventing individuals from entering the criminal justice system.
- ✓ Quarterly audits of OOCs are taking place to review the effectiveness of local panels and ensure YP are appropriately diverted.

## Priorities for 2021

- The YJS intends to work with partners to develop its diversionary work and increase opportunities for children and young people to receive YJ support at the earliest opportunity, including children entering police custody who may be bailed or released under investigation.
- To work with police colleagues to increase the use of outcome 22 for children and young people. Outcome 22 can be used when the police have decided to defer prosecution until the child/young person has been given the opportunity to engage with a diversionary, educational or intervention activity.
- Co-creating a youth diversion protocol with relevant statutory partners to provide clarity across the partnership.
- To increase the numbers of children and young people who are accessing preventative intervention and reduce FTEs.

## Outcomes

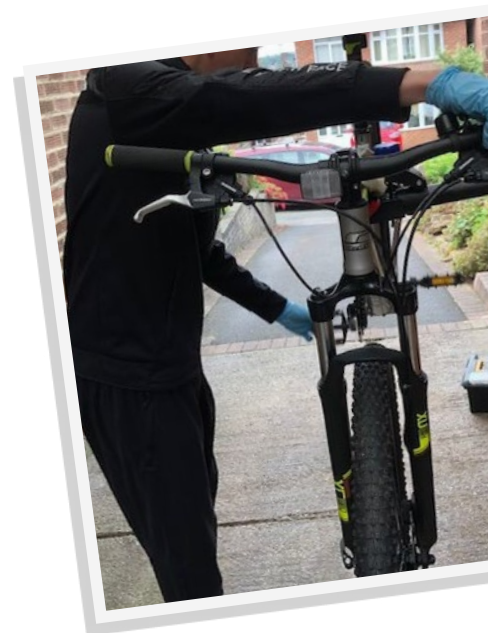
- **14% reduction on the number of FTEs that were recorded last year.**
- **115 children received intervention as part of a Community Resolution; only 8 became a FTE.**
- **168 children were supported on a voluntary basis by YJ (My Futures: Youth Intervention Programme).**



# Target 3

## Every child and young person in contact with Nottinghamshire YJS has appropriate education, training, and employment provision in place

Meaningful full-time engagement in education, training, and employment (ETE) remains one of the most significant protective factors to reduce re-offending for young people. Qualified specialist advisers, seconded from Futures Careers Service, provide a bespoke package of support for young people involved with the YJS who are not accessing full time ETE provision. The ETE team's policies and procedures are aligned with the wider council's Children Missing Education policy and they take an active role in the Vulnerable Children's Education Commissioning group, providing multi agency solutions in relation to the education provision of vulnerable groups.



### Progress this year...

- ✓ As intended, the cohort of young people receiving support in relation to their ETE needs has been widened. All children and young people on a court order or OOC are supported by an ETE adviser according to their individual need. There has also been an increase in resources to support children and young people accessing voluntary interventions. These developments will contribute towards improving the educational outcomes for vulnerable children and young people within Nottinghamshire.
- ✓ Strengthening the YJS relationships with educational providers has been a key focus this year and will hopefully assist in reducing school exclusions for children and young people who are involved with the YJS.
- ✓ A register of local employers who are willing to support young people gain meaningful employment has been established. Workshops have been delivered to potential employers and training providers around disclosure and the Rehabilitation of Offenders Act to try and increase this provision.

- ✓ New funding has enabled the service to increase its targeted ETE support. ETE guidance has been improved for 18-20-year olds, as has the level of support given to young people who are transitioning from custody to the community.
- ✓ In response to a rise in the number of young people who are recorded as electively home educated, new updated practices to share potential risk information with Fair Access are now in place. The Fair Access Team works in partnership with schools, other local authority agencies and families, to secure and maintain appropriate education for a range of vulnerable pupils who are, or might otherwise, become missing from education.

### Priorities for 2021

- To increase the functional skills of children and young people who are known to the YJS.
- To reduce the number of children and young people in YJ not in education, employment, or training (NEET).
- To support the delivery of social skills training to children and young people within the YJS.

# Target 4

## **To ensure that children and young people have the best support available to meet their needs when leaving custody**

In April 2020 the YJS completed a National Standards Self-Assessment against the five domains as identified by the YJB (Out of Court Disposals, In the Community, At Court, In Secure and Transitions). Following this process, the areas of resettlement and transitions were identified for further targeted work. There was a focus on the support offered to children and young people whilst in custody and on the planning for when children and young people leave custody or transition between services.

Constructive Resettlement aims to support individuals in developing a pro-social identity and focusses on their journey towards a positive future; something Nottinghamshire is committed to achieving with its children and young people. Adopting the seven principles of Constructive Resettlement as a framework has presented an opportunity for the YJS to strive to achieve best practice when it comes to addressing the needs of children and young people who receive custodial sentences.



## Progress this year...

### resettlement

- ✓ The key principles of Constructive resettlement have been promoted across Nottinghamshire YJS and its key partners, with the service ensuring that service level agreements pay attention to the needs of children and young people who are in custody or transitioning to other services.
- ✓ All young people who have been released from custody have had suitable accommodation in place.
- ✓ The service has established contact with custodial partners to achieve a more coordinated approach to supporting young people in custody and upon their resettlement. Inviting the resettlement manager from a local YOI to join the local partnership board will also help forge these relations.
- ✓ The service has reviewed local practices and delivered training to assist staff in their approach to planning and resettlement to make sure it's constructive.
- ✓ Contact with children and young people within custody is improved and this continues to be monitored by the service lead.
- ✓ The service has made improvements to its work with families who have a child in youth detention, increasing the frequency and quality of contact and ensuring that their views are considered at every part of the process.
- ✓ Employing the support of parenting workers to support parents and encourage positive relationships whilst their child is in Youth Custody Secure (YCS), and upon transition, has also been achieved.

### Transitions

- ✓ The YJS has continued to work closely with children's social care and the National Probation Service (NPS) to improve the experience of children and young people who have transitioned between these services.

- ✓ A local service protocol for transitions to NPS has been developed in conjunction with Nottingham City YJS.
- ✓ A tracking tool is now in place to identify all young people approaching 18 years of age so that a tailored transition plan can be created six months before their 18th birthday.
- ✓ The working relationship with NPS has been strengthened and there is evidence of early multi-agency working at key points of a young person sentence to develop a joint plan for transition.
- ✓ A passport to transition has been created, which can be undertaken with young people to prepare them for their transition to adulthood more generally.

### Priorities for 2021

- Further developing staff's understanding of the theory of change and how they can use this knowledge to support children and young people.
- To work in partnership with the court and CPS to reduce the number of short remand periods.
- Continuing to strengthen our partnership working with custodial estates to improve constructive resettlement outcomes for our young people.
- To work with providers and leaving care workers to improve the accessibility of accommodation for those young people who turn 18 whilst in custody.
- To continue to assist partner services in the development of pathways / processes to support young people upon their transition across services / into adulthood.
- Improving the support that is available to support young people transitioning to adult services through non statutory organisations.
- To develop an audit process to be able to evaluate the longer-term progress of young people transitioned to adult services.



## Target 5

### **To ensure that robust consultation processes are in place to enable all children and young people and parents and carers to have an opportunity to shape Nottinghamshire YJS**

Nottinghamshire YJS strives to ensure that all intervention is part of a meaningful collaboration with children and their parents/carers, encouraging their active participation and engagement regardless of where they are in the criminal justice system.

Over the past year the YJS has continued with its commitment to strengthening its practice to involve children, young people and parents and carers.



## Progress this year...

- ✓ The service has appointed a participation Lead and, with the help of young people, a YJS Participation Policy has been created.
- ✓ The YJS have improved its processes to gather and collate feedback from children and young people at the start, during and after their involvement with the YJS.
- ✓ The service has improved how it gains feedback from parents/carers and children and young people in conjunction with cases that are chosen for audit. This feedback is then triangulated with findings and considered when making a judgment on the quality of the work that has taken place.
- ✓ Regular focus groups are being held with young people and seeking their views on how the YJS can improve its work with children and young people will be part of this group.
- ✓ Young people have been asked what they think should be a priority for service development.
- ✓ Feedback from young people has been heard by the YJ Partnership Board, providing additional reassurance to the board regarding the work of the service.

## Priorities for 2021

- Embedding consultation processes and ensuring that children, young people and parents and carers are given the opportunity to shape the service.

*A mum stated that YJS involvement had supported her son in making a massive improvement,*  
**"...he seems more grown up, is not losing temper, and not lashing out. Brilliant communication, I couldn't ask for a better team and although it has been remote it has been positive, thank you."**

*One young person fed back how the YJS helped her,*  
**"It's helped me get secure and confident...It's helped me change my life around...I now have such a bright future".**

*Commenting on the work that was completed, one young person said*

**"I liked the knife-crime videos the most. The work helped me to realise the consequences of my actions, if I was ever feeling the need to protect myself again, I would try and speak to my mum before in future".**

*Commenting on why consultation with young people is important, one young person said;*

**"It's important to capture young people's views because young people deal with the issues that professionals are trying to solve. How can you fully get an idea of the issues without addressing with the people who are dealing with it?"**

# Disproportionality

Deprivation levels for Nottinghamshire are comparable with England. However, within Nottinghamshire there are communities with both some of the highest levels of deprivation in the country and some of the lowest levels of deprivation **(IMD 2019)**.

In Nottinghamshire there are 31 areas, known as Lower Super Output Areas (LSOAs), in the 10% most deprived areas in England. The most deprived areas are concentrated in the districts of Ashfield, Mansfield, Bassetlaw, and Newark & Sherwood; all covered by Nottinghamshire's YJS.

People living within the more deprived areas of Nottinghamshire have higher levels of unemployment, lower levels of qualifications, less healthy lifestyle choices and poorer health and wellbeing outcomes compared with those in less deprived areas

## Our young people

Total population of Nottinghamshire	<b>828,200*</b>
Total youth population of Nottinghamshire (10-17 years)	<b>75,297</b>

\*2011 census

## Demographics of children cautioned or sentenced (2020/21)

Demographics of children (cautioned 95, sentenced 157 =252 total)

Age	10-14 years	15-17 years	18+
Nottinghamshire YJS - cautioned	33% (31)	66% (63)	1
Nottinghamshire YJS - sentenced	6% (9)	74% (116)	20% (32)
Nottinghamshire YJS - total	16% (40)	71% (179)	13% (33)
National average	23%	77%	

\*\* young people over 18 who were already involved with the YJS have been included.

Race/ethnicity	white	unknown	black/asian/ mixed ethnicity
Nottinghamshire YJS - cautioned	85.2% (81)	13% (12)	2% (2)
Nottinghamshire YJS - sentenced	79% (124)	15.2% (24)	6% (9)
Nottinghamshire YJS - total	81% (205)	14% (36)	4% (11)
National average	70%	26%	4%

Gender	Male	Female
Nottinghamshire YJS - cautioned	84% (80)	16% (15)
Nottinghamshire YJS - sentenced	91% (143)	9% (14)
Nottinghamshire YJS - total	88% (223)	12% (29)
National Average	85%	15%



## What we know about children in Nottinghamshire...

- White children are the most likely to commit a serious offence and received the greatest number of cautions and court sentences.
- Children with mixed ethnicity are nearly three times more likely to be cautioned or sentenced for an offence.
- Children with mixed ethnicity are most likely to receive a sentence at court.
- Children from Asian, Black, Children with mixed ethnicity and other backgrounds are over-represented in the local YJ population.
- Young people from Black, Asian or minority ethnicities are disproportionately represented in Nottinghamshire's re-offending data. A similar statement can be made in relation to children who are looked after or involved with social care generally.

(ethnic disproportionality tool year ending March 2015-2020)

## Progress this year...

- ✓ Progress against the services disproportionality action plan continues to be monitored by the YJ Partnership Board.
- ✓ Detailed disproportionality data is included within quarterly performance reporting which is presented to the board. Data for FTEs, re-offending, custodial remands/sentencing and OOC is broken down according to gender, legal status, and ethnicity. Detailed data in relation to ETE and disproportionality is also presented to the board for consideration.
- ✓ All YJ staff have completed unconscious bias training and targeted reading in relation to diversity. Disproportionality training has also been rolled out across the courts. Data in relation to sentencing and disproportionality will be discussed within court user group meetings.
- ✓ Ensuring that staff pay attention to a child/young person's identity is seen as a key part of intervention delivery. To monitor how this is done, and help embed this within the service, this now forms a distinct part of all audit processes.
- ✓ The service has reviewed how it responds to females and has a specific plan to improve the service that is offered to girls and young women within Nottinghamshire YJS.
- ✓ Relevant research and interventions have been shared and are easily accessible to staff.
- ✓ A multi-agency task and finish group has been formed to look at unnecessary criminalisation of children who are looked after.

## Priorities for 2021

- To review and evaluate Nottinghamshire YJS progress in tackling disproportionality.
- To monitor minority ethnic groups / young people who are looked after's experiences of custody and resettlement.
- To work in conjunction with Nottingham City YJS, the Police, CSC, and the Crown Prosecution Service to review local protocols in relation to children and young people who are looked after.

# Serious Youth Violence and Exploitation

Locally, a significant proportion of knife crime offenders were identified as being under 25 years of age. In the period studied, 35% were found to be 18 years of age or under and nearly half of those were aged 16 or under. 2018 saw the publication of several key national and local documents highlighting the growing concern around contextual safeguarding risks affecting children and young people and tackling youth violence and Child Criminal Exploitation (CCE) continues to be a priority.

A Multi-Agency Serious Youth Violence and Criminal Exploitation Panel made up of senior colleagues from across the NSCP was established in January 2019 and has continued to meet on a monthly basis to consider those young people in the county seen as being at the greatest level of risk of committing, or being a victim, of knife related or violent crime. A 'cohort approach' has been developed with young people being tracked by the panel until agreed that the identified risks have been markedly reduced. The panel will ensure that all relevant information is known by agencies supporting the child, and will consider the existing plans for reducing risk, making recommendations for additional actions where gaps are identified. The panel also maps emerging themes and risks to inform service development. This is a significant step towards fulfilling the authority's obligations in meeting the demands of Nottinghamshire's overarching **Knife Crime Strategy**, and in assisting to protect children from criminal exploitation; as was identified in an **Ofsted Thematic Report** into the criminal exploitation of children; which called for partners to work together to plan how to respond to criminal exploitation and have a strong multi agency, whole council approach.

## Progress this year...

- ✓ The YJS have continued working with the Violence Reduction Unit (VRU) exploring ways to reduce Serious Youth Violence and Exploitation.
- ✓ Adherence with the knife crime referral policy in relation to OOCs has been closely monitored by the YJS and the police.
- ✓ Neighbourhood safety disruption meetings have been established in several areas which focuses on risk management and intervention delivery for those children and young people who are involved in serious youth violence. The YJS are an active part of these meetings.
- ✓ A multi-agency working group has been established exploring the different approaches to tackling CCE with a view to developing a more joined up approach to working with children and young people who are at risk.

## Priorities for 2021

- To improve the YJS approach with respect to intervention delivery to effectively reduce weapon related violence.
- To complete a knife crime intervention and controls audit with key partners', reviewing local approaches and sharing good practice.
- To develop joint working approaches and develop a more co-ordinated approach to addressing CCE with identified children and young people across local services.
- To complete an audit of local practices in relation to Public Protection Notices to encourage consistency and avoid duplication of process.

# Performance

Nottinghamshire YJS consistently performs well when compared to the national average against key indicators having a lower number of FTEs, a lower reoffending rate and a lower number of custodial sentences and remands.

Performance Measure	Nottinghamshire current or projected performance 2020/21	Target
<b>First Time Entrants:</b> Number per 100,000 of 10-17 population	<b>147</b>	Lower than the national average ( <b>224</b> )
<b>Re-offending</b> – Binary (reported 3 months in arrears)	<b>26.7</b>	Lower than the national average ( <b>38.4%</b> )
<b>Re-offending</b> – Frequency re-offences per offender (reported 3 months in arrears)	<b>0.93</b>	Lower than the national average ( <b>1.55</b> )
<b>Re-offending</b> – Frequency re-offences per re-offender (reported 3 months in arrears)	<b>3.50</b>	Lower than the national average ( <b>4.05</b> )
<b>Custodial remands</b> (actual numbers)	<b>8</b>	Lower than the national average ( <b>16</b> )
<b>Custodial sentences</b> (actual numbers)	<b>8</b>	Lower than the national average ( <b>17</b> )

\*\* Dependent upon counting rules applied some statistics may vary

The YJS Quality Management Framework (QMF) is closely aligned with HMIP's inspection criteria. Closer alignment with more broadly recognised standards provides the service with an understanding of how Nottinghamshire YJS is performing against the standards set out in Domain 2 and 3 of HMIPs Inspection Criteria, highlighting areas where performance could be improved so that timely action can be taken.

In the past year cases have been subject to quarterly audit, or in-depth learning reviews, which has covered both statutory and non-statutory cases. All findings have fed into a quarterly report which has also formed part of the service's operational improvement plan. The service has focussed on specific themes and used the audit process as an opportunity to assess practice across specific areas. More recently audits have focussed on the case management of young females, black and minority ethnic young people and FTEs.



Findings in all five assessed areas (Assessment and Reports, Planning, Delivery and Review of Intervention, Initial Outcomes and Management Oversight) have demonstrated consistently good practice. Of the 15 cases audited, 100% had been rated 'overall' to be of Good or Outstanding quality. Planning is an area that has previously been identified as requiring improvement and was an area of service delivery which was given an increased focus by the YJ management team. Positively all 15 of these cases were rated as Good or Outstanding in this area, providing us with evidence that planning has been improved across the service.

To mitigate against the risks associated with the cessation of Complex Serious Public Protection Incidents (CSPPI) to the YJB, Nottinghamshire has implemented its own incident reporting and review guidance. Reporting arrangements are designed to promote learning within Nottinghamshire YJS and across partners, highlight cases that are likely to

attract a high level of media attention and enable a more proactive approach to senior management overseeing interagency risk management. Incident reviews are submitted to the YJ Partnership Board, along with details of any subsequent progress made against actions set.

As part of the YJS continual efforts to improve and learn from others, reviewing recommendations from HMIP inspection reports is a standard agenda item within monthly management meetings; ensuring that the YJS keep an active oversight or findings and recommendations from other YJ areas, as well as learning about the good practice of others. Improvement actions from HMIP thematic inspections are also reviewed against areas of service delivery and relevant actions are incorporated into operational and strategic improvement plans.



# Responding to the pandemic and recovery from COVID-19

Over the past year there has been a slow-down in offending and reduced use of formal outcomes, including both OOC and statutory orders, which has created an opportunity to engage with a greater number of children and young people on a voluntary basis. There have been important lessons to learn from this in terms of the services understanding of effective alternatives to formal and more onerous disposals, and those universal measures which appear to have a positive impact on behaviour. Whilst it would be ambitious to emulate the performance figures of the past year, the service will strive to learn what was most effective and commit to retain practice which has proven to be successful as part of future service delivery.

During the height of the pandemic the service was unable to undertake some key elements (e.g. good quality SEND, speech, language and communication screenings and health assessments etc.), and had to adapt how it engaged with children and young people. There was a concern about the extent to which meaningful interventions could be undertaken remotely, however, workers have used a variety of methods to overcome barriers, maintain and build connections with all children, young people and families to ensure they continue to be effective in managing risk and keeping children and young people safe.

Interventions have involved delivering (physically) a variety of activities to children and young people and their families which workers have engaged families with; remotely discussing and working through together. Activities have included cake making packs, jigsaws, building remote control cars, mechanical clocks, and bike repair. These activities have been effective in encouraging families to connect in positive ways and to get a sense of achievement and empowerment to support desistance. Engaging with children and young people in this way has also assisted in building positive relationships which has been successful in terms of enhancing the YJS preventative and diversionary work. A consultation with children and families gave direct feedback to management regarding the impact on service delivery. The response was reassuring, showing that meaningful work can take place remotely, but also highlighted the need to return to face to face sessions when possible.

The service is now attempting to see all children and families for direct face to face contact, however, it expects to see the continued use of agile working practices and use of online platforms to engage with children/young people and parents/carers to access other benefits, including: more diverse engagement and methods.





For children and young people in custody there was a national framework imposed by the Youth Custody Service (YCS) which impacted on YJ activity in terms of face to face visits. Whilst anecdotal information has suggested improvements in wellbeing for young people within establishments, steps were taken within Nottinghamshire to try to mitigate concerns in relation to the inevitable impact of prolonged incarceration with limited time for socialisation, restricted contact with loved ones and trusted professionals, and increased confinement linked to Covid-19 movement restrictions. Nottinghamshire CAMHS wrote to all primary catchment secure providers outlining their offer and strengthening the links to encourage referral at the earliest stage; additionally, the YJ seconded Clinical Psychologist circulated guidance to guide practitioners in their support of children and young people on their release and resettlement. Additionally, minimum contact expectations were put in place in relation to telephone contacts with young people placed in the secure estate.

As the service moves further towards recovery there may be greater efficiencies in terms of staff time and service resources, with expected improved attendance at multi-agency meetings; reduced environmental footprint. Continued working from home arrangements when staff are completing office/desk-based work (assessments and reports) may well promote better home-work balance and see better use of staff's time via improved use of video conferencing with key partners. This could include supervision and opens the opportunity for joint supervisions with social workers when cases are being co-worked with YJS and social care. However, there is a risk that over-use of such approaches would lead to diminished service cohesion and integrity and this needs to be monitored to ensure an appropriate level of face to face contact and engagement, in line with individual contexts and circumstances.





# Summary

Priority Area	Plan for 2021/22
<p><b>Partnership working</b></p> <p>To work with partners to promote a more holistic approach to meeting children and young people's needs in the Youth Justice System</p>	<p>To support the delivery of social skills training to children and young people with in the YJS.</p> <p>To work in partnership with the VRU and other local funding initiatives to improve outcomes for children and young people with Speech Language and Communication Needs (SLCN).</p> <p>To work in partnership with CGL to develop interventions to address substance use within children and young people</p>
<p><b>Prevention and diversion</b></p> <p>To increase the number of children and young people who are accessing early intervention aimed at reducing the potential of them entering the criminal justice system</p>	<p>The YJS intend to work with partners to develop its diversionary work and increase opportunities for children and young people to receive YJ support at the earliest opportunity, including children entering Police custody who may be bailed or released under investigation'.</p> <p>To work with police colleagues to increase the use of outcome 22 for children and young people. Outcome 22 can be used when the police have decided to defer prosecution until the child/young person has been given the opportunity to engage with a diversionary, educational or intervention activity.</p> <p>Co-creating a youth diversion protocol with relevant statutory partners to provide clarity across the partnership.</p> <p>To increase the numbers of children and young people who are accessing preventative intervention and reduce FTEs.</p>
<p><b>Education, training, and employment</b></p> <p>Every child and young person in contact with Nottinghamshire YJS has appropriate education, training, and employment provision in place</p>	<p>To increase the functional skills of children and young people who are known to the YJS.</p> <p>To reduce the number of children and young people in YJ not in education, employment, or training (NEET).</p> <p>To support the delivery of social skills training to children and young people within the YJ</p>
<p><b>Constructive resettlement</b></p> <p>To ensure that children and young people have the best support available to meet their needs when leaving custody</p>	<p>To develop further staff's understanding of the theory of change and how they can use this knowledge to support children and young people.</p> <p>To work in partnership with the court and CPS to reduce the number of short remand periods.</p> <p>To strengthening the YJS partnership working with custodial estates to improve constructive resettlement outcomes for young people in Nottinghamshire.</p> <p>To work with providers and leaving care workers to improve the accessibility of accommodation for those young people who turn 18 whilst in custody</p>

Priority Area	Plan for 2021/22
<p><b>Participation</b></p> <p>To ensure that robust consultation processes are in place to enable children and young people and parents and carers to have an opportunity to shape Nottinghamshire YJS.</p>	<p>To embed consultation processes and ensure that children, young people and parents and carers are given the opportunity to shape the service</p>
<p><b>Disproportionality</b></p> <p>Improve the services knowledge of over-representation and take positive action to address over representation</p>	<p>To review and evaluate Nottinghamshire YJS progress in tackling disproportionality.</p> <p>To monitor minority ethnic groups and young people who are looked after's experiences of custody and resettlement.</p> <p>To work in conjunction with Nottingham City YJS, the police, CSC, and the Crown Prosecution Service to review local protocols in relation to children and young people who are looked after.</p>
<p><b>Transitions</b></p> <p>To ensure that children and young people have the best support available to meet their needs at all points of transition</p>	<p>The YJS will continue to assist partner services in the development of pathways and processes to support young people upon their transition across services and into adult hood.</p> <p>To develop an audit process to be able to evaluate the longer-term progress of young people transitioned to adult services.</p> <p>Improving the support that is available to support young people transitioning to adult services through non statutory organisations.</p>
<p>Serious youth violence and exploitation</p> <p>To work with partners to address and prevent the harm arising from serious youth violence and exploitation of children</p>	<p>To improve the YJS approach with respect to intervention delivery to effectively reduce weapon related violence.</p> <p>To complete a knife crime intervention and controls audit with key partners, reviewing local approaches and sharing good practice.</p> <p>To develop joint working approaches and develop a more co-ordinated approach to addressing CCE with identified children and young people across local services.</p> <p>To complete an audit of local practices in relation to Public Protection Notices to encourage consistency and avoid duplication of process.</p>

# Appendix 1

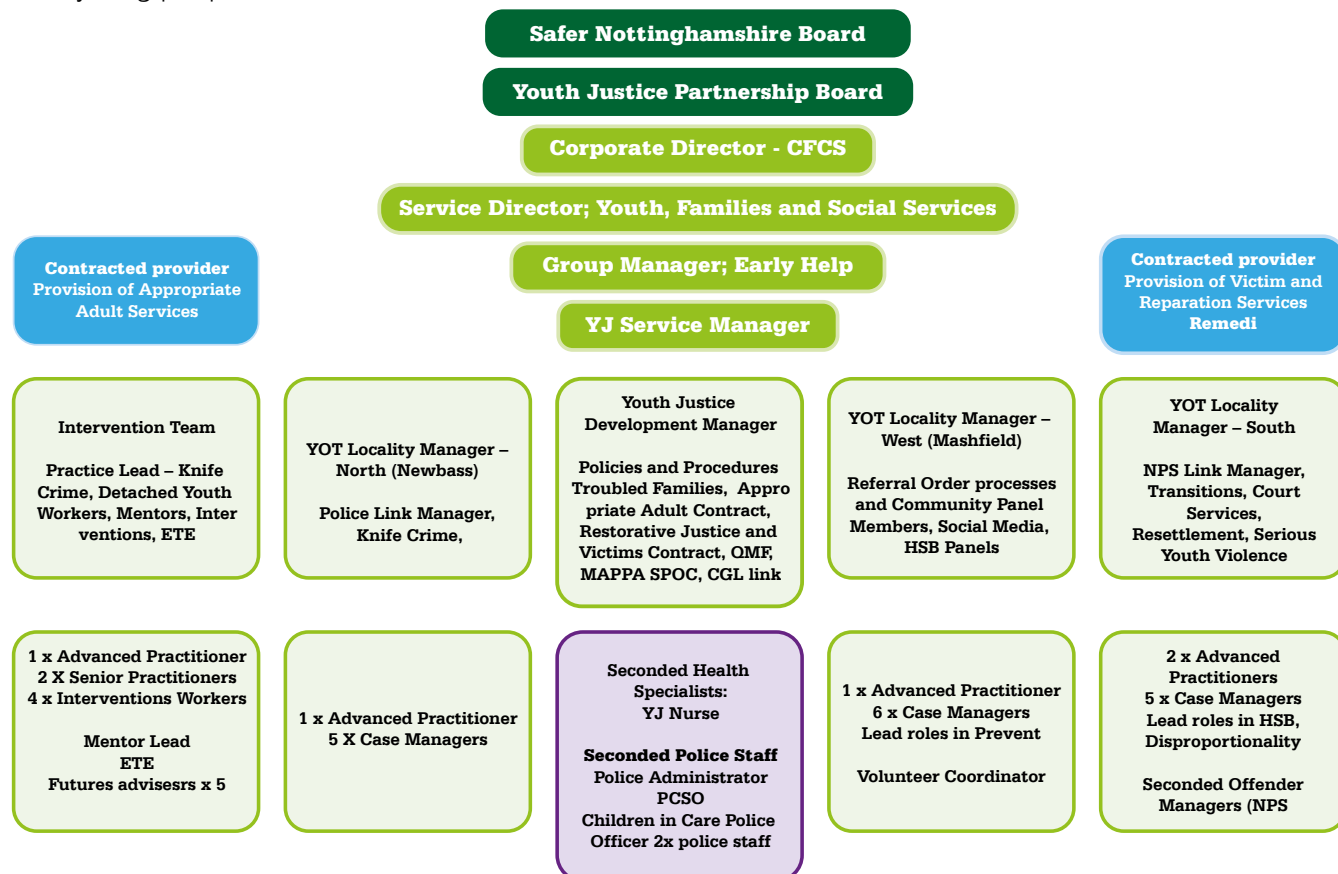
Nottinghamshire YJS is funded from a variety of funding streams, both direct monetary payments and seconded staff.

Income source	Staffing	Funding 2020-2021	Comment
Police	£78,000	£59,038	
PCCs Office/SNB		£109,000 *	
National Probation Service	£40,000	£5,000	
YJB Grants		£1,030,660	
YJ NCC revenue		£806,427	
Local Authority Public Health	£120,000	£12,500	
Clinical Commissioning Group	£173,000		
Total	£411,000	£2,022,625	TOTAL £2,433,625

\*This funding has been agreed pro rata for the first 6 months of the year and is subject to a review of all youth crime prevention services funded by the OPCC

The YJS receive services from Nottinghamshire County Council (NCC) in terms of infrastructure (e.g. accommodation) and assistance with quality and performance monitoring, IT, administration, and business support.

The service is using a vacancy within the YJ case management pool to increase the probation resource from 0.6 (funded by probation) to one full time post. This recognises the value placed on the embedded probation officer and the role they play in supporting the service's ambitions for successful transitions of our young people.





# Appendix 2

## Nottinghamshire Youth Justice Partnership Risk Register

Risk	Likelihood	Impact	Date added	Owner	Assessment and Mitigation
Budget reductions impact on service delivery	Low	High	15.09.17	Chair of Board	Risk reduced to low, with confirmation of partnership contribution to YJS remaining at current level for 21/22 and funding for Youth Violence Mentors and HSB contract identified for another year.
Looked after children placed by other local authorities have an impact on reoffending rates	Moderate	Moderate	30.11.16	Group Manager, Early Help	Placements team business support now alert YOT management and Police when an OOA YP is placed within our locality who had existing YOT involvement
Lack of contingencies for failure of case recording system	Low	High	30.11.16	Group Manager, Quality and Improvement	Service has moved over to Capita One which has improved back up system. The risk is reduced but if we were to suffer system failure the downtime would be significant with up to 3 days without access to data. Further mitigation is being explored.
Service reductions raise risks to children and communities.	Moderate	Moderate	30.11.16	Chair of Board	This risk relates to tracking impact on young people of introduction of minimum operating model. We are currently running at above the minimum ops model and Nottinghamshire is not seeing the progress that statistical neighbours are achieving with FTEs and reoffending.
National and local increase in incidents of youth violence and criminal exploitation	Moderate	High	13.6.19	Group Manager, Early Help	Youth Violence and Criminal Exploitation steering group established to oversee development in this area. Youth Violence and Criminal Exploitation risk assessment and management tool has been launched to YJ and CSC staff. YVCE panel established to share information and quality assure the vulnerability and risk management plans of the most high-risk young people. Nottinghamshire Police has now received surge funding and the OPCC has received EYIF and funding to establish a VRU.

Risk	Likelihood	Impact	Date added	Owner	Assessment and Mitigation
Young people whom are looked after are disproportionately represented in the YJ cohort	High	Moderate	13.6.19	Group Manager Early Help	<p>Service Manager for looked after children is the CSC link on the YJ Board.</p> <p>CSC and Police have jointly funded a dedicated officer for children looked after.</p> <p>The cross-authority protocol to reduce criminalisation of young people looked after has been reviewed and signed up to again in light of national changes.</p> <p>Consideration has been given to the report “surviving incarceration” and plan in place to implement the 5 recommendations for reducing disproportional numbers of LAC receiving DTOs.</p>
Young People whom pose a sexual risk to others do not receive therapeutic support because of the non-recurrent nature of the funding for the CAMHS HSB contract.	Low	High	11/12/19	Group Manager Early Help	<p>Non recurrent funding has been identified to fund the therapeutic service in 2020/21. The service will put forward a budget pressure seeking to mainstream the funding for 2021 onwards.</p>
<p><b>March 2020:</b> Service Delivery impacted by an epidemic leaving low staffing numbers</p> <p><b>June 2020:</b> Service delivery impacted by Covid 19 (impact on illness on staffing levels, impact on lockdown on policing, courts, offending, behaviours of young people, staff practice)</p>	High (was moderate)	Moderate (consider if escalate to high)	4.3.20	Group Manager Early Help	<p><b>March 2020:</b> Business continuity plan has been updated to reflect increased risk from Covid-19. In the event of serious staff shortage, court duty, ISS and high risk clients will be prioritised, with non-statutory visits and youth outreach programmes being paired back and staff redeployed as required to meet the need.</p> <p><b>Update June 2020:</b> Business continuity plan has been enacted as above, with extended measures to counter impact of government lockdown measures. Service now moves into the recovery planning phase, considering how and when to move back to business as usual, including modelling increased demand post lifting of lockdown measures (increased offending, increased cases coming through court etc).</p> <p><b>Update March 2021:</b> Business continuity plan continues to be followed. Service delivery has largely been able to continue unhindered as staff have become used to remote/virtual and blended approaches to their role. PPE is available to staff and some frontline workers have had access to their first vaccine shot. Main concern at present is delays that lockdown has brought to the courts, with some young people now needing to wait over 2 years for their case to be heard. Work to mitigate this across the east midlands region is underway.</p>



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