



People Overview and Scrutiny Committee

A meeting of the People Overview and Scrutiny Committee will be held at the Jeffrey Room, The Guildhall, Northampton NN1 1DE on Thursday 15 September 2022 at 6.00 pm

Agenda

1.	Apologies for Absence and Notification of Substitute Members
2.	Declarations of Interest Members are asked to declare any interest and the nature of that interest which they may have in any of the items under consideration at this meeting.
3.	Notification of requests from Members of the Public to address the Meeting To receive notification of requests from members of the public to address the meeting on an item on the public part of the agenda.
4.	Minutes (Pages 5 - 16) To confirm the Minutes of the meeting of the Committee held on 21 June 2022.
5.	Chair's Announcements To receive any communications from the Chair.
6.	Northamptonshire Youth Justice Plan 2022/23 (Pages 17 - 54) To consider the Youth Justice Plan, in accordance with the process for developing plans that form part of the West Northamptonshire Council Policy Framework.
7.	Special educational needs and disability (SEND) support (To Follow)

	To consider an update on the development of SEND support in West Northamptonshire.
8.	Adult Social Care social worker recruitment and retention (Pages 55 - 64) To consider the latest position with regard to posts supporting the delivery of statutory adult social care services, including use of Workforce Recruitment and Retention Funding.
9.	Review of Committee Work Programme (Pages 65 - 72) To review and note the Committee Work Programme.
10.	Urgent Business The Chair to advise whether they have agreed to any items of urgent business being admitted to the agenda.
11.	Exclusion of Press and Public In respect of the following items the Chair may move the resolution set out below, on the grounds that if the public were present it would be likely that exempt information (information regarded as private for the purposes of the Local Government Act 1972) would be disclosed to them: The Committee is requested to resolve: "That under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) of business on the grounds that if the public were present it would be likely that exempt information under Part 1 of Schedule 12A to the Act of the descriptions against each item would be disclosed to them."

Catherine Whitehead
Proper Officer
7 September 2022

People Overview and Scrutiny Committee Members:

Councillor Rosie Herring (Chair)	Councillor Karen Cooper (Vice-Chair)
Councillor Azizur Rahman	Councillor Harry Barrett
Councillor Imran Ahmed Chowdhury BEM	Councillor Raymond Connolly
Councillor Cheryl Hawes	Councillor Rufia Ashraf
Councillor Penelope Flavell	Councillor Greg Lunn
Councillor Emma Roberts	Councillor Janice Duffy
Councillor Sue Sharps	Councillor Nick Sturges-Alex
Councillor Mike Warren	

Information about this Agenda

Apologies for Absence

Apologies for absence and the appointment of substitute Members should be notified to democraticservices@westnorthants.gov.uk prior to the start of the meeting.

Declarations of Interest

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item

Local Government and Finance Act 1992 – Budget Setting, Contracts & Supplementary Estimates

Members are reminded that any member who is two months in arrears with Council Tax must declare that fact and may speak but not vote on any decision which involves budget setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

Evacuation Procedure

If a continuous fire alarm sounds you must evacuate the building via the nearest available fire exit. Members and visitors should proceed to the assembly area as directed by Democratic Services staff and await further instructions.

Access to Meetings

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named below, giving as much notice as possible before the meeting.

Mobile Phones

Please ensure that any device is switched to silent operation or switched off.

Queries Regarding this Agenda

If you have any queries about this agenda please contact James Edmunds, Democratic Services via the following:

Email: democraticservices@westnorthants.gov.uk

Or by writing to:

West Northamptonshire Council
One Angel Square
Angel Street
Northampton
NN1 1ED

This page is intentionally left blank



People Overview and Scrutiny Committee

Minutes of a meeting of the People Overview and Scrutiny Committee held at the Council Chamber, Lodge Road, Daventry, NN11 4FP on Tuesday 21 June 2022 at 6.00 pm.

Present	Councillor Rosie Herring (Chair) Councillor Harry Barrett Councillor Raymond Connolly Councillor Rufia Ashraf Councillor Greg Lunn Councillor Emma Roberts Councillor Janice Duffy Councillor Nick Sturges-Alex Councillor Mike Warren
Also Present:	Councillor Adam Brown, Deputy Leader of the Council and Cabinet Member for Housing, Leisure and Culture Councillor Matt Golby, Cabinet Member for Adult Care, Wellbeing and Health Integration
Apologies for Absence:	Councillor Karen Cooper Councillor Azizur Rahman Councillor Imran Ahmed Chowdhury BEM Councillor Sue Sharps Councillor Fiona Baker, Cabinet Member for Children, Families and Education Stuart Lackenby, Executive Director of Adults, Communities and Wellbeing
Officers	Jane Carr, Director of Communities and Opportunities Gillian Spencer, Transformation Delivery Manager Colin Foster, Chief Executive, Northamptonshire Children's Trust Cornelia Andrecut, Director of Children's Services, Northamptonshire Children's Trust Andrew Tagg, Director of Finance and Resources, Northamptonshire Children's Trust Geraldine Davies, General Manager for Renal and Transplant Services, University Hospitals of Leicester NHS Trust Suzanne Glover, Deputy Head of Nursing, University Hospitals of Leicester NHS Trust James Edmunds, Democratic Services Assistant Manager Kathryn Holton, Committee Officer

57. **Declarations of Interest**

Councillor Roberts advised that she was no longer declaring an interest as a Board member of Northampton Partnership Homes because she had resigned from the Board in May 2022. She was still Chair of Food Aid Far Cotton.

58. **Notification of requests from Members of the Public to address the Meeting**

There were none.

59. **Minutes**

RESOLVED: that the People Overview and Scrutiny Committee agreed the minutes of the People Overview and Scrutiny Committee meeting on 25 April 2022.

60. **Chair's Announcements**

The Chair announced that there had been changes to the membership of the Committee for 2022/23. Councillors Ashraf, Duffy and Flavell had joined the Committee and Councillors Randall, Purser and Hinch had left. The Chair welcomed the new members and thanked those who had left for their contribution over the last year.

The Chair and Councillor Roberts advised that an action plan had been produced by the Anti-Poverty Oversight Group, which was well done and targeted. Feedback had been taken into account.

In response to points arising from the item on Northampton Partnership Homes (NPH) at the previous Committee meeting, the Chair advised that she had spoken to the Cabinet Member for Strategic Planning, Built Environment and Rural Affairs who had said that there would be a strategic effort to address the backlog of planning applications. The Chair of Place Overview and Scrutiny Committee did not propose that the Committee should investigate issues around land ownership and maintenance responsibility affecting NPH, due to other work programme priorities.

The Chair advised that she had put forward the comments of People Overview and Scrutiny Committee members in relation to Household Support Fund Scheme 2 funding. She had attended the Cabinet meeting on 14 June 2022 and the comments were duly noted, with some to be taken up.

Committee members commented that the issues around land ownership and maintenance responsibility arising from the previous item on NPH were important and that the Place Overview and Scrutiny Committee should be encouraged to follow up this matter if possible.

RESOLVED: that the People Overview and Scrutiny Committee agreed that the Chair should again contact the Chair of the Place Overview and Scrutiny Committee to encourage that committee to scrutinise the issue of land ownership and responsibility for maintenance affecting Northampton Partnership Homes properties.

61. **Debt and Money Advice Transformation Project**

The Chair invited the Director of Communities and Opportunities and Transformation Delivery Manager to present an overview of the Debt and Money Advice Transformation Project.

The Transformation Delivery Manager outlined the report and noted current pressure on the debt and money advice services provided by many different organisations. The pandemic had magnified issues substantially and there had been an uptake in services due to the increased cost of living. Issues relating to debt could have a significant impact on health and wellbeing, whilst people dealing with anxiety and stress were also less able to make good decisions. Education and early intervention were critical and this provided an opportunity to work across directorates.

The interim model of debt and money advice services provided by West Northamptonshire Council (WNC) since its creation was different in each locality. In Northampton, the Housing Options Team focused on homeless prevention and keeping people in their own homes. South Northamptonshire had an in-house debt and money advice team providing an extensive range of support. In Daventry, the service was provided by the Citizens Advice Bureau. These different approaches had generated the aim of developing an effective service that covered the whole of West Northamptonshire in a consistent way whilst also responding to different needs within the local population.

The Director for Communities and Opportunities emphasised that the Transformation Project was at a very early stage. The objective was to establish what services were currently being provided and then use the Appreciative Inquiry framework to deliver the project. This would be a proactive approach, working with other services to look at the wider holistic picture. Workshops had been held with senior staff, with stakeholders and the wider community also to be included. There were no preconceptions about how the project would be delivered and the consideration would be how to reach those most in need. The WNC offer was currently geographically focused. There were many charities offering advice and the current focus was on mapping this information. No decisions had been made about how services would be delivered. The priorities of other corporate strategies, such as the Anti-Poverty Strategy would be taken into account during the development process.

The Cabinet Member for Housing, Leisure and Culture advised that he had no preconceptions about the outcomes of the Transformation Project. This could include changing the location of the debt and money advice function within WNC's organisational structure if this would be logical.

The Director for Communities and Opportunities invited input from Overview and Scrutiny on the direction and outcomes of the Transformation Project. The Chair welcomed the opportunity for the Committee to be involved at an early stage.

The Committee considered the report and members highlighted areas to be taken into account in the development of future provision as follows:

- There was significant pressure on the resources available to voluntary and community sector organisations to provide support to local residents without additional investment.
- There should be mapping of deprivation areas and the reach and effect of existing services, with an opportunity to scrutinise resulting information before partners were commissioned.
- The use of ethical loan providers was emphasised.
- Language barriers were highlighted as an issue for people not engaging with services and in enabling providers to give correct advice.
- Good communication was key: if people were referred to WNC and struggled to make contact they were likely to give up.
- Community groups often gave immediate advice and then referred people on: acting as a conduit rather than the ultimate solution.
- People in debt to WNC, for example in relation to housing or Council Tax, could find it difficult to approach it for advice about debt and money management. Providing these services through a partner, or under different branding, was important to address this issue.
- If WNC got to the stage of considering punitive action to recover a debt there should be the option of referring a person for debt advice before the final step was taken.

The Director for Communities and Opportunities noted the comments made and advised that the Transformation Project could be brought back to the Committee in future. Consideration was also being given to carrying out a survey of councillors to gain further local knowledge to inform the Transformation Project.

RESOLVED: that the People Overview and Scrutiny Committee:

- a) Agreed that the points raised in discussion would be fed into the transformation of debt and money advice services;
- b) Agreed that the debt and money advice transformation project would be added to the Committee work programme to allow further scrutiny in future.

62. **Children's Services Performance**

The Chief Executive of the Northamptonshire Children's Trust (NCT) introduced the report and invited questions from the Committee on the latest overview of children's services performance presented to it.

The Chair made the following initial points:

- The report indicated that the overall position in Northamptonshire had been steadied but what plans were being made to achieve significant changes in performance where this was necessary? The report identified that 47% of children in care had initial health assessments within 28 days of entering care in 2021/22. This was an area where there was scope to show more ambition, although it was recognised that this function did not just involve NCT.
- The Committee should consider any other areas where there might be scope to make more progress in performance improvement. This should take account of external factors, such as pressures on recruitment, as well as good work being done such as the emphasis that the Cabinet Member for Children, Families and

Education was putting on increasing local provision for children with special educational needs and disability and on future corporate parenting arrangements in the authority.

The Chief Executive made the following points in response:

- Work was being done with health partners relating to the completion of health assessments for children entering care. This was recognised as a priority area.
- The Local Government Association was due to carry out a review of corporate parenting arrangements in Northamptonshire in January 2023, which was timed to reflect the full Ofsted inspection in autumn 2022.

The Committee considered the report and members raised the following matters during the course of discussion:

- What was the latest position concerning work to manage pressures on staffing, including in relation to attracting new social workers, developing existing staff members and enabling social workers to return to work after a career break?
- It was questioned why the overview of Collaborative Reflective Practice Discussion (CRPD) gradings included in the report appeared to show a significant number of 'inadequate' gradings in the area of support to remain living safely with family.
- How was the overview of CRPD included in the report used to maintain continuous oversight of performance?
- Contact with NCT staff reinforced that improvements were being made as well as providing feedback that staff valued communication and openness by the Chief Executive and senior managers and felt able to raise issues.
- There needed to be a clear idea of what 'good' looked like in relation to children's services in West Northamptonshire and the provision of resources to support achieving this.
- The profile of social work needed to be raised within society as a whole.
- The information in the report that 12.7% of children in care had three or more placements within a year in 2021/22 suggested an issue with the quality of placements.
- Consideration should be given to the availability of drop-in provision for young parents, which played a crucial role in supporting parents and children at that stage in their lives.
- It would be useful for future updates to the Committee to include more comparative data to enable it to see progress over time. The ratio of caseworkers to children, how this was changing and how it compared to the position in other authorities should also be included.
- The percentage of children in foster placements in 2021/22 who were in in-house placements, and the percentage of children in care in residential placements, reinforced the need to make progress with the development of in-house provision.
- The thanks received from service-users and successes set out at the end of the report had been encouraging to read.

The Chief Executive, Director of Social Care and Director of Finance and Resources responded to points raised by members during the course of discussion as follows:

- NCT had just launched a teaching partnership with the University of Northampton that was intended to attract more trainee social workers to Northamptonshire and

to support them to work in the area. All social work students could be offered a supported year of practice through the Social Work Academy.

- NCT was offering other childcare professionals opportunities to step up to social work.
- The current vacancy rate for children's social workers in Northamptonshire was 16.5%, which was better than the national average of 17%.
- When the Chief Executive had first joined NCT he had been concerned at how far out of step the challenges it faced were with the national position. This was no longer the case: Northamptonshire was now facing similar challenges to other local authority areas.
- A specific recruitment process was used with social workers returning to the profession. Further information on this could be provided if requested.
- NCT had a net increase in social worker numbers over the previous six months. It continued to work on the aim of reducing the number of agency staff. Part of NCT's approach involved the Chief Executive or directors speaking directly to applicants for social worker positions to reinforce that it offered a supportive working environment to inspire confidence in staff.
- The overview of CRPD gradings included in the report showed a snapshot of the practice in particular cases that had been audited. Of these, 77% were graded as 'good' for support to remain living safely with family: 9% that had been graded as 'inadequate' would be the focus of subsequent improvement work. This level of 'good' practice, as well as the ability to quantify it and to maintain good oversight of overall effectiveness, reflected the improvements made in Northamptonshire in recent years.
- The NCT quality assurance cycle did not repeatedly revisit the same cases, although it would revisit those where concerns had been identified. Cases where practice was graded as inadequate would result in action by managers to address specific issues. The Quality Assurance Board maintained oversight of the overall position to ensure that Ofsted requirements were met.
- The overview of CRPD gradings could be included in future reports produced for the Committee.
- There would always be some children in care who would need to be in residential placements. The percentage in Northamptonshire in 2021/22 was in-line with the national picture, although it would be beneficial to have more in-house foster carers. Placements was an area of significant pressure as it was challenging to find placements to meet individual needs, particularly when young people came into contact with NCT at a point of crisis. NCT was working to give young people more choice.
- Nationally, the independent care sector was not effective and the more of a move that could be made to high quality local provision the better.
- NCT was required to demonstrate value for money and to work in a way that took account of the budget environment set by the two Northamptonshire authorities.
- NCT had no placements in Clarion Housing Group properties.

The Committee considered potential conclusions resulting from the discussion. Committee members commented that the Committee could highlight to the Cabinet the point raised about performance on initial health assessments of children entering care.

RESOLVED: that the People Overview and Scrutiny Committee:

- a) Recommended that West Northamptonshire Council recognise the need to improve performance from the current position of 47% of children in care receiving an initial health assessment within 28 days of entering care.
- b) Requested that Northamptonshire Children's Trust develop the content of future performance updates to the Committee to provide more comparative data.

63. **Changes to provision of NHS dialysis services in Northamptonshire**

The Chair welcomed the General Manager for Renal and Transplant Services and Deputy Head of Nursing from University Hospitals of Leicester NHS Trust.

The Democratic Services Assistant Manager advised that scrutiny of health service provision was part of the remit of the People Overview and Scrutiny Committee. This gave the Committee the role of reviewing and scrutinising the planning, provision and operation of health services in West Northamptonshire and powers to make reports and require the provision of information. A health service provider that proposed to make a substantial variation to a local health service was required to consult with Overview and Scrutiny in the area concerned. This did not seem to apply in the current case, but the service provider was seeking engagement with the Committee and potential input in shaping the way forward.

The General Manager for Renal and Transplant Services presented the report, highlighting the following points:

- The University Hospitals of Leicester NHS Trust (UHL) was commissioned to deliver out-patient renal dialysis in Lincolnshire, Peterborough, Leicestershire and Rutland, and Northamptonshire.
- In Northamptonshire there was one unit in Kettering and one in Northampton, located at Riverside House.
- The unit at Riverside House had opened in 2014. The contract with the private provider – Renal Services (UK) Ltd – that operated the two Northamptonshire units was now up for renewal and planning was being done for the future provision of the services.
- Riverside House was a five storey building: the dialysis unit was located on the ground floor and the other floors had previously held offices. However, NPH was now redeveloping the other floors for housing. Renal Services (UK) Ltd had experienced issues connected with the building works. In light of this and the wider impact of the redevelopment on the suitability of Riverside House as the location for a dialysis unit Renal Services (UK) Ltd was pursuing an opportunity to move provision to an alternative location that would better meet the needs of patients.

The Deputy Head of Nursing went on to provide additional information on the provision of out-patient dialysis as follows:

- There were approximately 250 patients receiving out-patient dialysis in Northamptonshire. They attended appointments three times per week for around four hours each time and often needed transport to and from the unit. The Northampton unit also provided nocturnal dialysis and training for patients in home dialysis.

- The redevelopment of Riverside House would involve patients and staff using a shared foyer with residents. This represented a health risk to patients as well as having security implications for the dialysis unit.
- There was a 25-year lease on Riverside House, which included one break point in December 2022.
- The proposed alternative location for the Northampton unit was bigger and would support future service provision. A planning application relating to the new location was due to be submitted that week.

The Committee considered the report. In response to questions the Deputy Head of Nursing advised that it was not standard practice for out-patient dialysis services to operate from hospital sites due to pressures on space: the existing Kettering unit was not based at Kettering General Hospital. The Committee sought reassurance about the suitability of the proposed new location for the Northampton unit. The Committee was advised that the site was on a small industrial estate, which was not near residential buildings and was close to an ambulance station. The location had good transport links. The site would provide good space for treatment including capacity for likely increases in demand.

Committee members questioned what engagement had taken place with patients and local Healthwatch about future plans; the level of risk to relocating the dialysis unit arising from the need to secure planning approval; and what length of tenure would be sought on the new location with a view to securing best value. The General Manager for Renal and Transplant Services and Deputy Head of Nursing provided additional information as follows:

- Future plans had been discussed with existing patients and staff who had responded positively. Engagement with Healthwatch Northamptonshire was planned.
- The new site would be leased for 25-years, which was standard and considered to be most appropriate for this service.

Committee members expressed support for the case for relocating the Northampton unit. It was further suggested that the Committee should highlight to the Cabinet the issues that appeared to have arisen regarding the future use of Riverside House as a location for the dialysis unit as a result of it being redeveloped for housing. These should be considered and addressed as may be necessary to get best use from Riverside House whilst it remained the location for the Northampton dialysis unit as well as in the interests of partnership working.

RESOLVED: that the People Overview and Scrutiny Committee:

- a) Supported the need to relocate the Outpatient Renal Dialysis at Riverside House, Northampton, from its current site.
- b) Recommended that the Cabinet looks into issues arising from the change of use of Riverside House from office space to housing that have affected its continued suitability as a site for Outpatient Renal Dialysis, in order to support effective partnership working.

64. **Integrated Care across Northamptonshire (iCAN) Scrutiny Review - Update**

Councillor Roberts, chair of the iCAN scrutiny panel, outlined progress with its work and highlighted the following points:

- There had been two good scrutiny panel meetings so far.
- The scrutiny panel had sought to enhance the information it received on progress with the iCAN programme, as this had initially focused on 'selling' the aims of the programme.
- The scrutiny panel's second meeting had been attended by patient and carer representatives. This had helped to give a better picture of the practical effects of the iCAN programme and of real world pressures.
- Representatives from East Midlands Ambulance Service would be invited to attend the next scrutiny panel meeting to discuss how iCAN might affect demands on first response, although it was important to be clear that iCAN was not directly concerned with this function.
- The iCAN programme was meeting gateway points so far.

The Chair invited Committee members to raise any points relating to the progress of the iCAN scrutiny review that they wished the Committee to consider.

RESOLVED that: the People Overview and Scrutiny Committee noted the update on the iCAN Scrutiny Review.

65. **People Overview and Scrutiny Committee Annual Report 2021/22**

The Chair introduced the draft Annual Report by the Committee for Full Council, highlighting that it illustrated that the Committee had done a significant amount of work from a standing start.

The Chair invited Committee members to raise any points on the draft Annual Report that they wished the Committee to consider. Committee members made the following points:

- The Committee had covered a lot of ground in its first year. It was important that Overview and Scrutiny asked challenging questions on the areas it considered.
- The Committee had gathered a lot of information in its first year and had established a good relationship with those it scrutinised. Looking ahead it should aim to make more recommendations. The Annual Report should make reference to this.

RESOLVED: that the People Overview and Scrutiny Committee agreed the Annual Report to Council, subject to the addition to the Looking Ahead section of an acknowledgement that the Committee aimed to make more recommendations in future.

66. **Review of Committee Work Programme**

The Chair introduced the report and went on to advise that she was seeking to establish more regular liaison with each of the portfolio holders whose portfolios came under the wide-ranging remit of the People Overview and Scrutiny Committee. The Chair planned to see each on a quarterly basis in future, which should help to

inform the Committee's work programme and help with pre-decision scrutiny of issues at an early stage.

The Committee considered the latest version of the work programme. Committee members raised the need for the Committee to receive more regular information on performance against Key Performance Indicators for the service areas within its remit, although it was acknowledged that this might be done using relevant existing reports such as the quarterly performance report presented to the Cabinet.

The Committee considered additional potential areas for inclusion in the work programme that had been suggested by the Director of Communities and Opportunities. Committee members highlighted that the challenge for scrutiny was to establish what was most useful to spend time on. The Committee was subsequently advised of the opportunity for it to seek further information about potential topics to inform its decision. The Chair also noted the potential to apply different approaches to different topics and highlighted the 'one-day scrutiny enquiry' model that had been discussed in the Overview and Scrutiny training session held the previous week.

The Committee was advised of and considered a proposal by the Director of Public Health that it hold a workshop-style meeting at the end of July 2022 to consider the delivery of the Household Support Fund Scheme 2.

RESOLVED: that the People Overview and Scrutiny Committee:

- a) Agreed to seek more regular information on performance against key performance indicators for the Council service areas within the Committee's remit.
- b) Agreed to include in its work programme potential items of business on the Council's Housing Solutions Transformation Plan and Housing Allocation Policy.
- c) Agreed the following items of business for the Committee meeting on 15 September 2022:
 - Adult Social worker recruitment and retention, including use of Workforce Recruitment and Retention funding
 - Special educational needs and disability support
 - Housing Solutions Transformation Plan
- d) Requested to receive further information about a potential item of business on Communities & Opportunities Directorate key contracts and delivery plans to enable the Committee to confirm at its next meeting whether to proceed with scrutiny.
- e) Agreed to hold a remote workshop-style meeting at the end of July 2022 on the Household Support Fund Scheme 2.

67. **Urgent Business**

There were no items of urgent business.

The meeting closed at 9.00 pm

Chair: _____

Date: _____

This page is intentionally left blank



WEST NORTHAMPTONSHIRE COUNCIL CABINET

13th September 2022

Councillor Fiona Baker Lead Member for Children, Families, Education and Skills.

Report Title	Youth Justice Plan 22/23
Report Author	Claire O’Keeffe Head of Northamptonshire Youth Offending Service. Claire.O’Keeffe@NCTrust.co.uk

Contributors/Checkers/Approvers

West MO (for West and joint papers)	Jeanette McGarry	25/08/2022
West S151 (for West and joint papers)	Martin Henry	25/08/2022
Other Director/SME	Stuart Lackenby Colin Foster	
Head of Communications	Becky Hutson	24/08/2022

List of Appendices

Appendix A – Youth Justice Plan 22/23

1. Purpose of Report

- 1.1. Under the Crime and Disorder Act 1998 there is a statutory requirement to publish an annual Youth Justice Plan which must provide specified information about the local provision of youth justice services. The Youth Justice Board provides guidance about what must be included in the plan and provides a structure for the plan.

2. Executive Summary

- 1.2. The purpose of this report is to present the Northamptonshire Youth Justice Strategic Plan 2022-2023. The Youth Justice Plan provides details of progress made against agreed outcomes for Children and Young People. It outlines priorities, alongside potential future challenges for the partnership over the coming year. The Youth Justice Plan highlights the partnership arrangements and budget position for the Youth Offending Service.

3. Recommendations

- 3.1 It is recommended that Cabinet recommend to Council the approval of the Youth Justice Plan 2022-23.

4. Reason for Recommendations (NOTE: this section is mandatory and must be completed)

- 4.1 As well as being a requirement of statute, the Youth Justice Plan forms part of the Council's Policy Framework and approval by the Council is therefore required.

5. Report Background

- 5.1 The Youth Offending Service (YOS) is a statutory multi agency service, which has a responsibility to prevent offending and reoffending by those aged under 18 years who are resident in Northamptonshire. Northamptonshire YOS is well respected nationally as an innovative service achieving good outcomes for children and young people. There is a statutory requirement to produce and submit to the Youth Justice Board a Youth Justice Plan as set out in the Crime and Disorder Act 1998 section 40. The plan should set out how youth justice services are to be provided and funded, how the Youth Offending Service will be composed and funded, how it will operate and what functions it will carry out. The Plan must be submitted for approval to the Youth Justice Board (YJB) and published in accordance with the directions of the Secretary of State. The submission of the plan is also a condition for receipt by the service of the instalment of the Youth Justice Board Good Practice Grant.
- 5.2 The areas of work for the YOS are laid out in legislation, government policy and national guidance. The detail of local operational priorities and delivery are developed in agreement and with reference to key local strategic boards including Community Safety Executive; Children Trust Board; Local Safeguarding Children's Board.

6. Issues and Choices

- 6.1 Statute requires the production of an annual plan, the Youth Justice Board also welcomes plans that cover more than one year. Plans must cover both strategic and operational elements. The wider strategic picture should be captured, whilst also outlining the key business activities that will be undertaken by services to achieve wider strategic aims.
- 6.2 The Youth Justice Plan should set out the direction and strategy of youth justice services, describing how in particular, quality services will be provided to ensure positive outcomes for children and improvements in performance indicators, in particular:

- reducing first time entrants to the youth justice system
- reducing the use of custody
- reducing reoffending rates
- locally agreed performance indicators that evidence positive outcomes for children

6.3 The Youth Justice Plan must describe how leadership and governance is set up to monitor the quality and effectiveness of youth justice services across our area.

6.4 Due the restrictions of the Youth Justice Board prescriptive approach, the YOS is prevented from innovating and ensuring the document is child friendly and accessible to all. however, Northamptonshire Youth Justice Service will create a child friendly version of this document.

7. Implications (including financial implications)

7.1 Resources and Financial

7.1.1 The Youth Justice Board have confirmed the youth justice grant for the year 2022/23, will be uplifted by 9.8%. This uplift, which is applied across all local authorities, is the result of strong commitment to frontline youth justice services. This significant increase in funding is designed to support your delivery, performance improvements and your service’s recovery from the COVID-19 pandemic.

Northamptonshire’s youth justice grant allocation for 2022/23 is £705,433. This is on top of our statutory partnership contributions. See below

Finances for YOS for 2022/2023

INCOME	Youth Justice Board ¹	Local Authority	Police and Crime Commissioner	Probation	Health	Public Health	Total
Contributions	£705,433	£1,563,205	£200,900	£31,974		£80,000	£2,581,512
Total income	£705,433	£1,563,205	£200,900	£31,974	£0	£80,000	£2,581,512

7.1.2 For 2022/23, the YJB require submission of the Youth Justice Plans which must be agreed by the Management Board and signed-off by the Chair prior to receiving any form of grant.

7.1.3 In respect of the Local Authority contribution the disaggregation principles applied as part of the overall contract sum re:

7.1.4

Overall authority contribution	
% West 53.75	N North 46.43%

¹ This includes all grants received from YJB

7.1.5 100 % of grants are paid to North Northamptonshire Council.

7.2 Legal

Local authorities have a statutory duty to submit an annual youth justice plan relating to their provision of youth justice services. Section 40 of the Crime and Disorder Act 1998 sets out the youth justice partnership's responsibilities in producing a plan. It states that it is the duty of each local authority, after consultation with the partner agencies, to formulate and implement an annual youth justice plan, setting out how youth justice services in their area are to be provided and funded, how it will operate, and what functions it will carry out. For 2022/23, the Youth Justice Board require submission of the Youth Justice Plans which must be agreed by the Management Board and signed-off by the Chair prior to receiving any form of grant.

The Youth Justice Board and Management Board will ensure compliance with legislation and good governance.

7.3 Risk

There are no significant risks arising from the proposed recommendations in this report.

7.4 Consultation and communications

7.4.1 In accordance with statutory requirements, the plan was placed before Northamptonshire Youth Offending Service (NYOS) Management Board on which statutory partners sit. These include Police, Probation, Education, Housing and Health was approved in June 2022. The YOS intends to redraft the plan into a child friendly version once the plan has been agreed to ensure effective communication of its objectives, priorities and intended outcomes.. NYOS are committed to ensuring that the young people have a full understanding of the NYOS plans for 2022. We have identified our Youth Engagement Team to contribute to this.

7.5 Consideration by Overview and Scrutiny

7.5.1 *Include any comments received by the Overview and Scrutiny Committee in relation to this report and its recommendations, and any prior consideration of the issues raised, including date/s of meetings where considered.*

7.6 Climate Impact

7.6.1 The Council, having declared a climate change emergency in June 2021, is committed to reducing its climate impact both within its own Council buildings and in working with businesses and the wider community to achieve net zero energy emissions. Both YOS buildings are Victorian and as a result not environmentally friendly. As a result the Trust are seeking to relocate the service to a more environmentally and child friendly building whilst encouraging agile working for staff who work directly with young people. Consequently the Covid Pandemic we have noticed a decline in staff mileage and use of cars and public transport. This is due to the creative ways the YOS

have used to ensure young people remained seen throughout the pandemic. The use of virtual technology and community-based facilities have resulted in less travel.

7.7 Community Impact

- 7.7.1 Northamptonshire Youth Offending Service vision compliments the wider Northamptonshire Children's Trust vision and YJB 'Child First, Offender Second' approach in aspiring to create a local justice system, which supports children to be the best version of themselves, working collaboratively and seeing children as part of the solution, through evidenced based practice. It aims to recognise the need to create an individualised approach and appropriately respond to a child's diversity, by working holistically through a whole system approach to support the wider family and illuminate barriers to desistance, including structural inequality, alongside recognising the need to protect the public and previous/future victims of crime.
- 7.7.2 Ultimately The NYOS plan will make a positive impact to community safety and the reductions of young people involvement in offending behaviours.

8. Background Papers

Northamptonshire Youth Justice Plan 2022/2023.

This page is intentionally left blank

Northamptonshire Youth Justice Plan

Service	Northamptonshire Youth Offending Service (YOS)
Service Manager/ Lead	Claire O'Keeffe
Chair of YJS Board	AnnMarie Dodds

1. Introduction, vision and strategy (YJB guidance p8)

Having taken over the chairing of the YOS Board in May 2022 it is clear that the drive and ambition of the service is to ensure that together with key stakeholders they deliver the best outcomes for children and young people. Northamptonshire Youth Offending Service strives to ensure that the young people they support lead fulfilling, healthy and safe lives. They promote a culture of high aspiration, drawing on all the resources across our community and the wider partnership to ensure that each child or young people is empowered to achieve their potential and has the resilience and capability to move into independent and socially responsible adulthood, free from crime.

This plan has been written and agreed with the active contribution of Board members.

As Chair of the Board, I am committed to working with strategic partners to ensure that the Youth Offending service are challenged and supported to deliver the best possible outcomes for all children across North and West Northamptonshire

- Reducing First time entrants to the Youth justice system
- Reducing reoffending
- Reducing use of custody
- Number of young people in Employment Training & Education at the end of their order
- Number of young people in appropriate accommodation

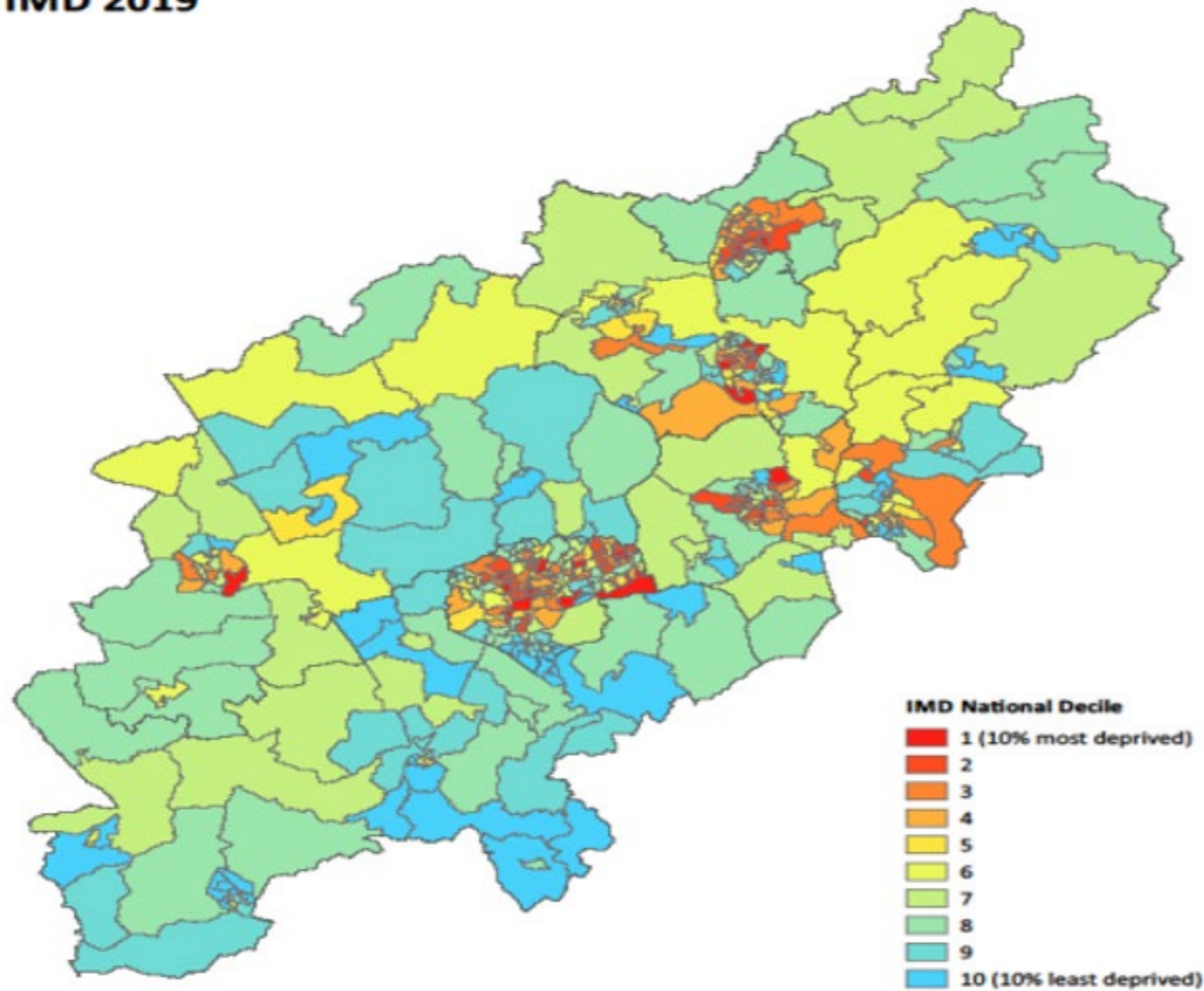
The partnership has been successful in improving key performance including the reduction in first time entrants though we see the impact of an increase in serious youth violence. Partners are committed to working together to ensure both risk and safeguarding is appropriately addressed and that all children are supported to thrive.

Our strategic partners drive initiatives within their own organisations that address the risks and challenges faced by our children and young people. An example from Northamptonshire Police is an improved approach to intelligence including demographic mapping allowing police, YOS and partner agencies to target and engage communities at particular risk.

2. Local context (YJB guidance p8)

- 2.1. Northamptonshire is a mixture of urban and rural communities with just over two thirds of the population living in urban areas and just under a third in rural areas. 30% of the population live in the county town of Northampton. The County is administered by two Unitary authorities, North Northamptonshire and West Northamptonshire. Northamptonshire stretches over 913 miles and is landlocked between eight other counties.
- 2.2. The estimated population of Northamptonshire (as of 2019) is 753,278, with a split of 348,228 for North Northamptonshire and 405,050 for West Northamptonshire. Northamptonshire is projected to grow by almost 6% to 794,046 by 2026 – the estimated growth of North Northamptonshire is 7.21% (reaching 371,937) and West Northamptonshire 4.86% (reaching 422,119).
- 2.3. Overall, 14.7% of the county's population live in the top 20% most deprived areas in the country, according to the 2019 Index of Multiple Deprivation. These deprived areas contain higher proportions of children than the county's non-deprived areas. A detailed Deprivation map can be seen below, with an index of 1-10 (1 being the 10% most deprived and 10 being the 10% least deprived).

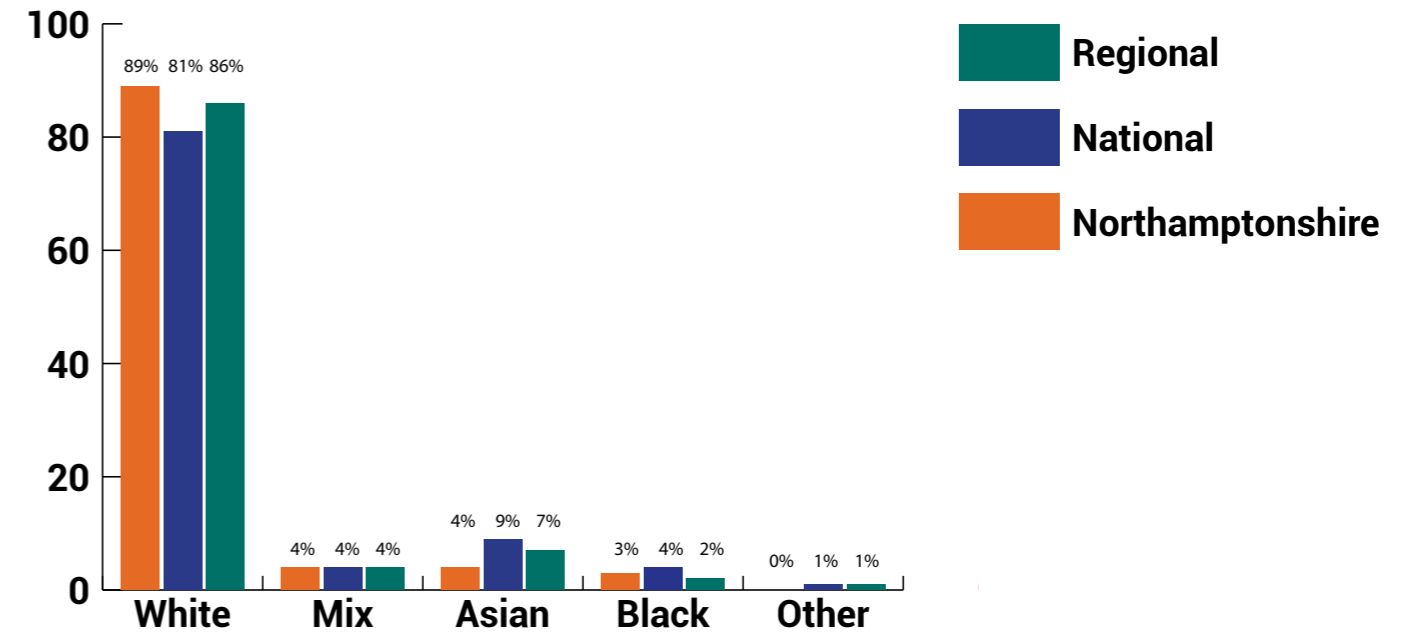
Northamptonshire IMD 2019



© Crown copyright and database rights 2018 Ordnance Survey licence no. 100019331

- 2.4. The population of Northamptonshire is estimated to have grown by 8.86% between the 2011 and 2019 Census. Over the same period the number of under 0- to 2-year-olds and 17- to 25-year-olds decreased and the highest increase (almost 30% which is higher than the national average increase of 22.84%) was seen amongst the 8-year-olds group.
- 2.5. Many children and young people in Northamptonshire experience poor outcomes. 28,876 children and young people live in the top 20% most deprived areas. Just over 20,000 children aged 0-15 years old live in low income families, while 17,500 live in out of work benefit households and approximately 1,700 dependent children of all ages live in households affected by the benefit cap.
- 2.6. At the time of the 2011 Census 11% of the Northamptonshire population came from an ethnic majority background other than White British. Over recent years the county has experienced high levels of net long-term international migration per thousand inhabitants, compared to other English and Metropolitan counties.

10 - 17 Population based on Most recent Census 2011



- 2.7. Between April 21 and March 22 there were just over 3200 young people (nearly 500 more than in the previous year) identified as suspects or offenders in crime for a total of nearly 5900 offences (over 500 more than in the previous year). 40% of these offences were for Common Assault / ABH.
- 2.8. 69 (16%) of the county's LSOA are identified as being in the 20% most deprived areas nationally (within decile 1 and 2).
- 2.9. 34% of the young people identified as suspects or offenders lived in those areas at the time they were involved in the occurrences. 37% of all the suspect and offender occurrences were committed by young people living in those areas and 35% of all the occurrences took place within those 20% most deprived areas.

3. Child First (YJB guidance p8)

- 3.1. Northamptonshire Youth Offending Service (NYOS) are committed to the principle of child first and whole family working as part of its service delivery, ensuring the Youth Justice Boards' (YJB) Child Four Tenants principles are at the heart of service delivery.
- 3.2. NYOS have made many service changes and delivered new initiatives to support the Child First principles. Evidence of these can be seen throughout day-to-day practice and embedded into all policies and procedures:

We see children as children

- 3.3. All NYOS assessments, intervention plans and programmes are child focused and written with the voice of the child in mind. Young People are fully engaged in these, working in collaboration with their caseworker. As part of ensuring that children have an opportunity to participate in the process, we use the skills and experience of Speech and Language therapists to ensure young people of all abilities can contribute.

Developing prosocial identifiers of positive change

- 3.4. We have adopted a Signs of Safety strength-based approach to working with children/young people and their families, which captures the strengths and support capabilities within the family network as well as identifies the risks and the safety plans required to provide the right intervention the family needs to reduce the risk. We understand that children need an individual tailored approach that will help them address their offending behaviour, this could include restorative conferencing, family mediation, direct reparation, and trauma informed approaches where necessary.

Collaboration with Children

- 3.5. NYOS have implemented a Mind of My Own System (MOMO) which will further support the relationship between caseworker and young person. By Using MOMO this puts young people in charge of feedback on all aspects of their interaction with the NYOS and other agencies by allowing them to communicate how they feel when they want to.
- 3.6. NYOS also have a Youth Participation Group meeting every quarter. Members have been trained to take part in service interview panels for recruitment of new employees. They have also contributed to the design of a feedback form for young people and are contributing to the Over Representation Protocol.

Promoting Diversion

- 3.7. YOS have a Prevention and Diversion Service (PADS). The Team have worked closely with colleagues in the Police to consider and implement the use of a range of outcomes, allowing for children and young people to be worked with in the system without criminalising or stigmatising them, for example our current use of Outcome 21 and joint planning for the use of Outcome 22. Working alongside the Police using their Qlik system, The NYOS are now targeting young people who have had 3 or more encounters with the police. This process has enhanced the number of CRDS issued by the Police and increased the use of youth cautions and youth conditional cautions.
- 3.8. The NYOS and Police have analysed the data in relation to first time Entrants and have identified that there are a few young people becoming first-time entrants but with no previous OCCD. This has highlighted to NYOS that this has a significant impact of First-time entrant rates. Consequently, NYOS and the Police are proposing an expansion of the triage system to include all partners, to ensure young people receive the appropriate timely outcome.

- 3.9. In collaboration with Northamptonshire County Youth Bench, Chrysalis Foundation, HMCTS and Police, NYOS has created an at-court support and signposting service named "Youth Court Solutions" for young people and their families. Operating from the public area in the courthouse at Wellingborough, the at-court services will signpost a wide range of services for children, young people, and their families, including help to identify and access support services to address the issues which bring children and young people to court, whether as a child who offends, victim or witness. In support of this all families receive documentation about the court processes and support services prior to attending court. Witnesses receive dedicated support from in house Victim Officers if required.

4. Voice of the Child (YJB Guidance p9)

- 4.1. NYOS ensure the voice of the child and their lived experience are paramount and captured in all areas of our work.

Examples of our work are:

- Children and young people's voices are captured in adapted assessments and plans. Feedback opportunities have been made as flexible as possible, including the use of technology and traditional feedback forms which were designed by young people in NYOS.
- Young people are encouraged to share their experience of their time with NYOS with Magistrates and Referral order panellists. This is especially important when seeking to revoke an order for outstanding progress. Recently, the young people have taken part in a service survey providing feedback about their NYOS experience (see Appendix 1). This information is being used to further enhance NYOS delivery.
- NYOS has a Quality Assurance framework which is used as a learning practice tool that consistently captures the evidence that the voice of the child is visible on all casework and is used to provide appropriate interventions suitable for the young person and their family.
- Young people have been involved in the recruitment of new employees. The YP have been trained to complete this task and have a say in what questions and/ or activities potential candidates must undergo.
- NYOS have a Young People's forum which provides feedback on practice and protocols of the service. They are currently involved in contributing to the NYOS Over Representation Protocol and the victim feedback questionnaire. In addition, the group of young people successfully designed and implemented the "End of Order questionnaire". (see Appendix 2)
- NYOS young people are collaborating with Traverse who have been commissioned by the Youth Justice Board to run a research project looking at the differences in reoffending rates amongst children from different ethnic backgrounds.
- NYOS are committed to supporting young people who have lived experience of the criminal justice system to be part of our NYOS Management Board to influence the decision-making process of NYOS service delivery. NYOS need to expand the contributions of the children and young people's voice to inform the NYOS delivery.

5. Governance, Leadership and Partnership Arrangements (YJB guidance p9)

- 5.1. The Northamptonshire Youth Offending Management Board (NYOMB) has oversight of the effectiveness of NYOS and provides appropriate challenge and strategic direction. (see Appendix 3 & Appendix 4).
- 5.2. The Chair of the Board is the Director of Children's Services (DCS) of North Northamptonshire Council, The Director of Children's Services for the West Northamptonshire Council is also a member of the board.
- 5.3. Chief Executives of the Unitary Authorities still retain statutory responsibility for the delivery of Youth Offending Service within their geographical boundaries. Northamptonshire Youth Offending Service (NYOS) boundaries are within those of Northamptonshire Police area and Northamptonshire National Probation Service.
- 5.4. The Chair of the Youth Bench in the county also attends the Board meetings and with regular attendance of the YJB Regional Officer. The Board members meet on a quarterly basis and when required will hold extraordinary meetings. The Board oversees performance monitoring at a local, family and national level and agrees actions for improvement.
- 5.5. The Board supports the NYOS priorities working in partnership and ensures that the YOS action plan priorities are captured in other strategies and action plans, for example Community Safety Strategy, Child Exploitation Strategy and Early Help Strategy.
- 5.6. NYOS is part of the Northamptonshire Children's Trust (NCT) which provides strong operational delivery across Children's Social Care and Children & Family Support Service (Early Help). In addition to being located within NCT, NYOS has strategic links with Police, Probation, Office of the Police and Crime Commissioner, Education, Community Safety and Adult Social Care, VCSE and Health Services and bespoke commissioned services.
- 5.7. The Senior Management of NYOS is the Assistant Director for NCT Children & Family Support Services. They attend relevant strategic boards for example the LCJSB and the Strategic Community Safety Partnerships of West and North Northamptonshire, the Integrated Care CYP Transformation Board and they are meeting regularly with the Judiciary's Youth Bench. The Assistant Director is also the Chair of the Strategic Early Help Board and attends the Northamptonshire Safeguarding Children's Partnership.
- 5.8. The NYOS Head of Service attends the Prevent and Channel Panel strategic group and is the Chair of the Vulnerable Adolescent Panel (exploitation), strategic lead for MAPPA, Reducing Reoffending Board, Children & Young People Transformation Board (ICS) and the Corporate Parenting Board.
- 5.9. These links ensure that NYOS priorities are visible in all partnership arrangements.
- 5.10. The below table captures the other forums attended by NYOS Managers and Practitioners:

Strategic Priority	Meetings attended by NYOS Managers and Caseworkers
Safeguarding and Public Protection	<ul style="list-style-type: none"> • Child Protection Conferences. • Multi-Agency Public Protection Arrangements (MAPPA) MARAC meetings. • Local Community Safety Partnership operational meetings. • Local complex needs panel meetings. • Early Help Board • Supporting Families Steering Group • Integrated care system children and young people pillar/work streams
Child Exploitation and VAPP Panel	<ul style="list-style-type: none"> • Child Exploitation Tactical Groups within NCT. • Local multi-agency information sharing arrangements to identify and protect children at risk of exploitation. • Partnership Vulnerable Adolescent Panel in which the NYOS Manager is a standing Chair and a deputy to the running of the panel.
Reducing Re-Offending	<ul style="list-style-type: none"> • Northamptonshire Reducing Re-offending Strategy Group. • Community Safety Partnerships. • Risk Assessment Panels – management of YP identified as being at high risk of causing serious harm to others, or of experiencing significant harm themselves. • Harmful Sexual Behaviour - NYOS leads the work on Harmful sexual behaviour within NCT with the support of the Police. The NYOS and the Trust use recognised assessment and intervention approaches [AIM] for young people who commit harmful sexual behaviour. • Missing Children Steering Group
Preventing Violent Extremism	<ul style="list-style-type: none"> • NYOS attends the Northamptonshire Prevent Group to ensure that our work is aligned with local initiatives. • NYOS contributes to the local assessment of extremism risks. • NYOS police officers act as a link to local police processes for sharing intelligence in respect of possible violent extremism.
Restorative Justice and Support for Victims	<ul style="list-style-type: none"> • Referral Order Panels • Referral Order Monthly Training • Restorative Justice Group

6. Resources and services (YJB Guidance p10)

Budget

6.1. The below table provides an overview of the YJB Grant, and other contributions made by local partners:

NORTHAMPTONSHIRE 2022/23							
INCOME	Youth Justice Board ¹	Local Authority	Police and Crime Commissioner	Probation	Health	Public Health	Total
Cash	£705,433	£1,563,205	£200,900	£31,974		£80,000	£2,581,512
In-kind							£0
Total income	£705,433	£1,563,205	£200,900	£31,974	£0	£80,000	£2,581,512

EXPENDITURE	Youth Justice Board ¹	Local Authority	Police and Crime Commissioner	Probation	Health	Public Health	Total
Salaries	£616,362	£1,388,818	£192,236	£31,974		£76,511	£2,305,901
Activity costs	£6,376	£12,054	£2,164	£0		£861	£21,455
Accommodation	£10,997	£20,792	£3,732	£0		£1,486	£37,007
Overheads	£14	£26	£5	£0		£2	£47
Equipment	£8,437	£15,950	£2,763	£0		£1,140	£28,290
Total Expenditure	£642,186	£1,437,640	£200,900	£31,977		£80,000	£2,392,703

NB YJB have not yet confirmed a grant for 22/23.

- 6.2. The current budget is supporting NYOS which offers a very traditional structure of a Youth Offending service. (see Appendix 5).
- 6.3. The current staff make up is as shown in Appendix 6.
- 6.4. NYOS has the following specialist professionals which are provided by Statutory partners as an in-kind resource:
- Police officers x 4
 - Probation Officer 1
 - Speech and Language therapist x 1
 - Mental Health Practitioner x 1
 - Psychologist x 1
 - 1x Physical Health Nurse
 - 1x Health Support Worker.
 - Substance Misuse Officers x 2
- 6.5. We use our grant and partner agency contributions to deliver the support required to children, young people, and their families. The focus of the partner contributions has been to ensure we provide a holistic service enhancing the performance of the service priorities. For example, we have seen an increase in the participation of speech and language resource which has enhanced assessments and intervention plans, this has included specific training to frontline practitioners to enhance the offer. We have also been working in partnership with our Police colleagues analysing data intelligence to give us greater insight into local types of offending and patterns of offending. Our Health colleagues have provided immediate access to health and wellbeing support when the need has been identified.
- 6.6. The current delivery model is performing well, however due to changes in offending behaviour and complexities in the presenting issues of young people (for example extra familiar harm/ exploitation and new Government policies and legislative changes) NYOS is exploring intends to focus and increase the capacity to deliver our Prevention and Diversion services whilst also investing in other areas of frontline delivery to support our whole family working approach. This refocus is in response to the YJB action plan and the financial uplift that has been provided by YJB contribution from central government.

7. Progress on previous plan (YJB Guidance p10)

7.1. NYOS developed a creative and strong partnership plan for 2021-22 despite experiencing the Global Pandemic. NYOS continued their delivery on the action plan and made good progress throughout the year. Last year's plan focused on 3 key areas:

Service Development Priorities

- 7.2. A quality assurance framework was developed and implemented to promote effective and consistent practice. Service-learning sessions have been delivered as a result of the findings. We have developed partnership working relationships to address extra familiar harm, which includes the exploitation Screening tool to identify risks of exploitation.
- 7.3. The Service enhanced the ETE offer by increasing resource and we successfully rolled out the Skill Mill for those young people at risk of reoffending. We have also developed new working practices in relation to speech and language support and timely health assessments and interventions.

Partnership Priorities

- 7.4. NYOS has developed strong working relationships with all of Northamptonshire Children's Trust teams as we are an integral part of the Trust. The strength of our partnership working with police has enabled NYOS to deliver targeted work in respect of serious youth violence, First time Entrants and Reoffending.
- 7.5. NYOS senior management team and operational managers and practitioners are now visible in all areas of children and young people strategic boards, steering groups, task and finish groups. This includes the Community Safety Partnerships within both Unitary Councils. NYOS together with Probation developed a protocol that addressed transitions for young people from NYOS to the Probation Service.

Improving Practice

- 7.6. NYOS improved the service communication by holding more regular whole service meetings and increased the opportunities to celebrate individuals' outstanding work and the service successes.
- 7.7. All NYOS staff have been trained in Signs of Safety and by applying Trauma informed approaches, NYOS have also supported Police custody to ensure a trauma informed custody service.
- 7.8. All staff were trained in Unconscious bias and motivational interviewing to equip the staff with knowledge and skills to be more confident in their conversations with children, especially in areas of Over representation. NYOS now have an Over representation protocol supported by an action plan.
- 7.9. One of the barriers NYOS have identified throughout the 2021-2022 delivery has been the innovative work required to support education, training, and employment. This priority has been taken forward into 2022-2023.

8. Performance and priorities (YJB Guidance p11)

8.1. NYOS are measured by 3 National Key Performance Indicators. NYOS undertake a more detailed view of the offending population, which is more meaningful locally and this provides more in-depth analysis to the board members.

The KPI's are as follows:

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

Northamptonshire YOS Performance Report YOS Management Board May 2022

<p>NI 19: Rate of Proven Reoffending by Young People in the Youth Justice System (Binary)</p> <p>Apr 2019 – Mar 2020: 29.7% Apr 2018 – Mar 2019: 30.9%</p> <p>No new data since last report</p>	<p>NI 19: Rate of Proven Reoffending by Young People in the Youth Justice System (Frequency)</p> <p>Apr 2019 – Mar 2020: 3.83 Apr 2018 – Mar 2019: 3.69</p> <p>No new data since last report</p>	<p>NI 111: First-time Entrants to Youth Justice System Aged 10 - 17 National PNC Rate per 100,000 pop</p> <p>Oct 20 – Sep21: 179 Oct 19 – Sep 20: 201</p>
<p>NI 43: Young People Receiving a Conviction in Court who are Sentenced to Custody</p> <p>2021/2022 Q1 to Q3: 0.14 2020/2021: 0.19 2019/2020: 0.09</p>		
<p>Remands to Custody Bed Nights Local Measure</p> <p>2021/2022 Q1 to Q4: 1215 2020/2021: 606 2019/2020: 971</p>	<p>NI 45: Engagement in Education, Training and Employment by Young People who offend</p> <p>2021/2022 Q1 to Q4: 89.9% 2020/2021: 86.1%* 2019/2020: 82.9%</p> <p>*based on assumption Covid19 had not happened</p>	<p>Number of Custodial Sentences Local YOS Tracking</p> <p>2021/2022 Q1 to Q4: 8 2020/2021: 13 2019/2020: 6</p>
		<p>NI 46: Access to suitable accommodation for Young People in the Youth Justice System</p> <p>2021/2022 Q1 to Q4: 100% 2020/2021: 99.1% 2019/2020: 98.7%</p>

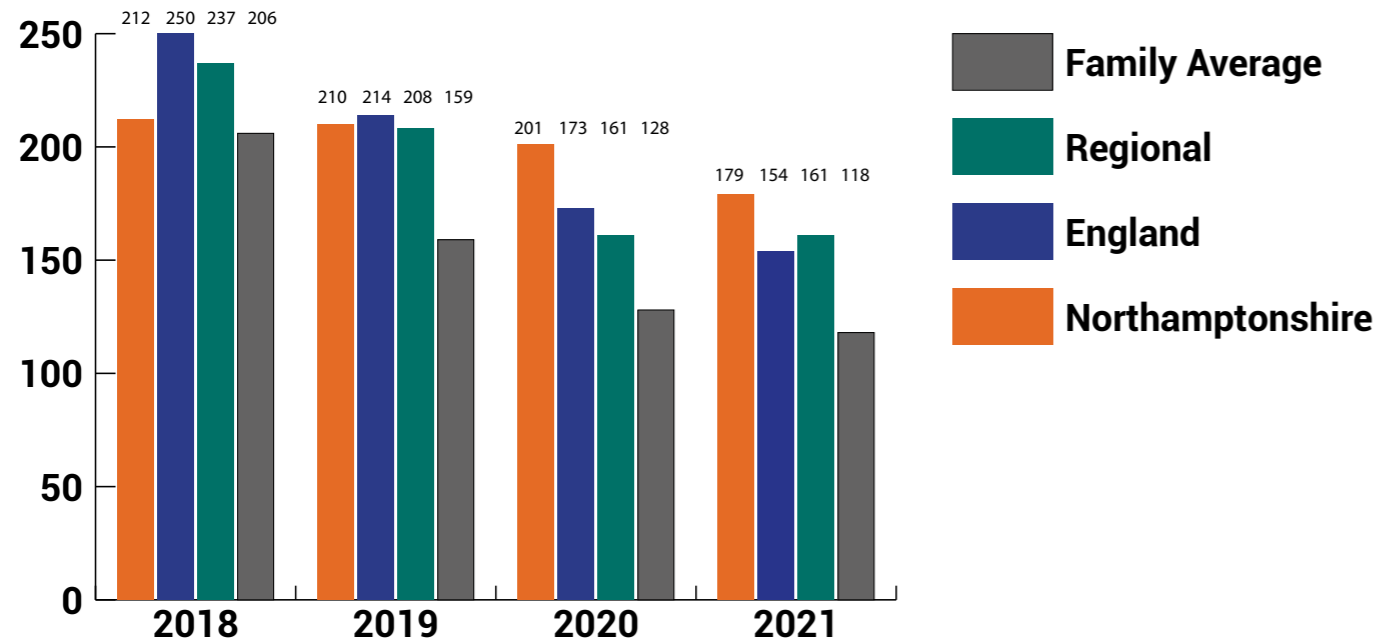
Please note the YJB has not been able to collect NI19 data following Covid. NI111 is measured using a national system and this the agreed period the YJB report on.

8.2. NYOS continues to make progress with many of the indicators and will continue to mitigate risks and promote continuous improvement within the service. The charts below provide KPI trend data from 2017-2022.

First-Time Entrants (FTE)

8.3. The table below shows a decline in the number of first-time entrants into the Youth Justice system over the last three years in Northamptonshire from 212 per 100,000 people in 2018 to 179 in 2021 and our performance comparative to more recent data shows a plateau, compared to England and Regional data. However, whilst we have seen a very positive decline, Northamptonshire remains above the family, regional and England average. The reduction of FTE is one of our priorities for 2022/2023.

First Time Entrants Local YOS Tracking

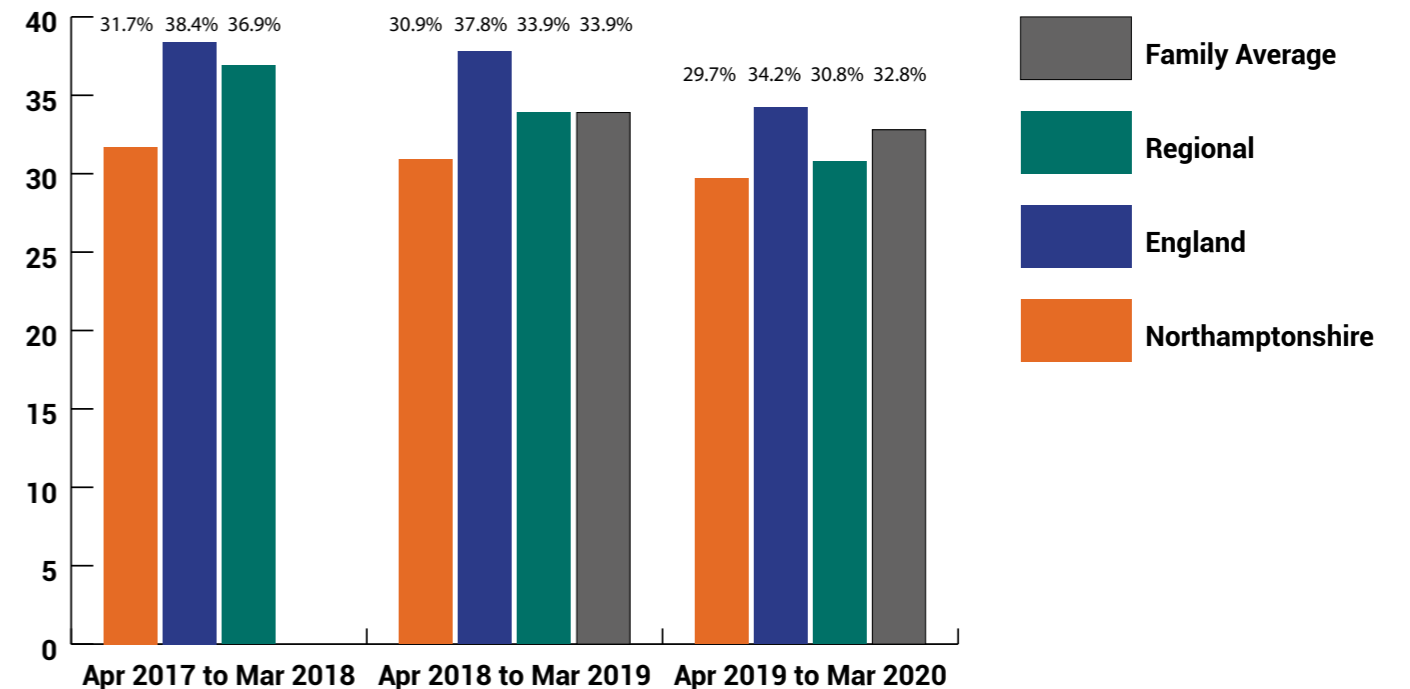


8.4. Wellingborough Pilot: NYOS are working in partnership with Northamptonshire's Police Intelligence Bureau utilising QLIK and reviewed 5 years FTE data (16/17 – 20/21). The aim of the Pilot is to reduce SYV and promote earlier intervention. The pilot uses existing referral pathways into CIRV to ensure efficiency and effectiveness. NYOS police officers will review weekly QLIK reports and identify those YP with relevant offending and no positive outcomes for referral. NYOS Police will liaise with the Officer in Charge with a view to offer a constructive outcome. We are also intending to maximise the use of Outcome 22 which enables interventions to be delivered in a more flexible manner.

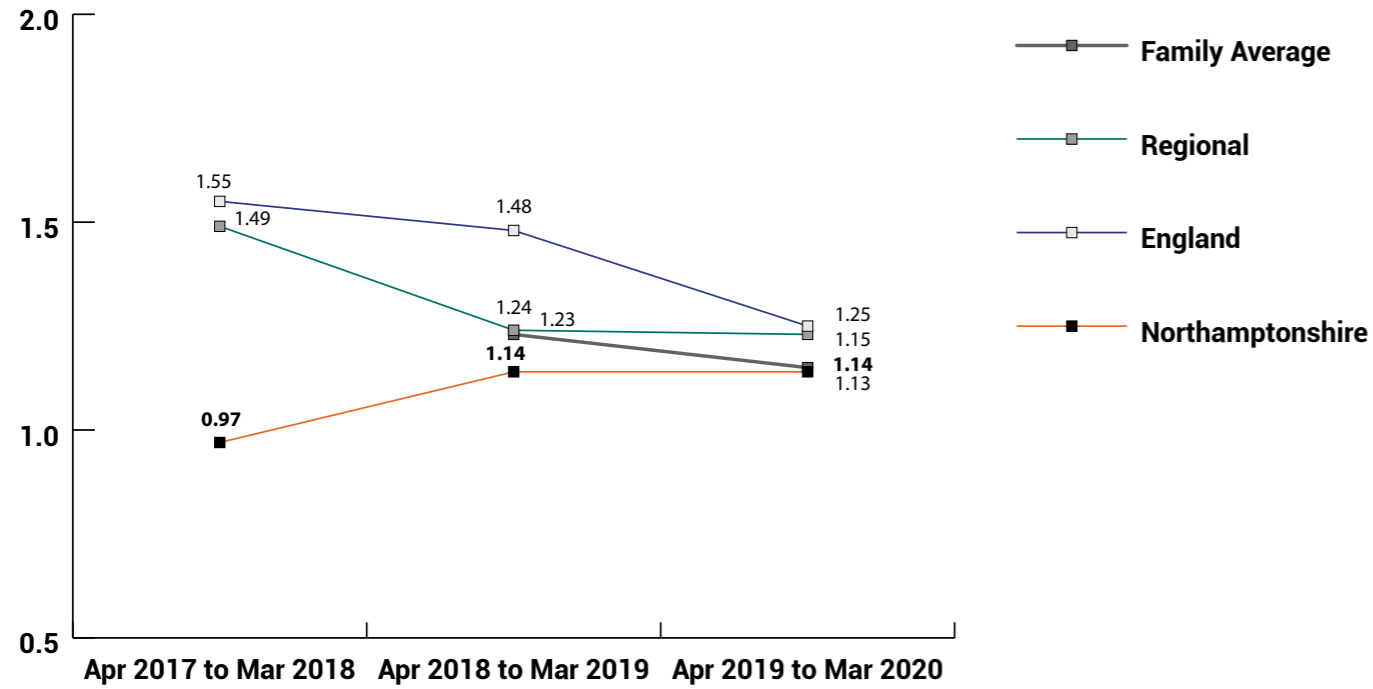
Re-Offending

- 8.5. Reoffending rates in NYOS have positively declined, the YJB data below demonstrates that Northamptonshire Re-Offending rate of 29.7% is lower than England and Wales average of 34.2% and below the regional figure of 30.8%.
- 8.6. Northamptonshire performance in terms of the percentage of Young People who re-offend is enhanced, as the young people are positively discouraged by NYOS caseworkers providing needs led interventions.
- 8.7. The Re-Offending frequency (average number of re-offences per offender) for Northamptonshire of 1.14 is also lower than England and Wales figure of 1.25 and slightly above the regional figure of 1.13. When this has been investigated further it has been found that Northamptonshire's most prolific re-offenders are showing more activity whilst those less frequent re-offenders have reduced their re-offending (as can be seen by the frequency of reoffences by reoffending data below). Earlier referral into the NYOS and therefore earlier intervention and engagement shows to have a bigger impact on preventing re-offending. This has been evidenced in work done with the Police.

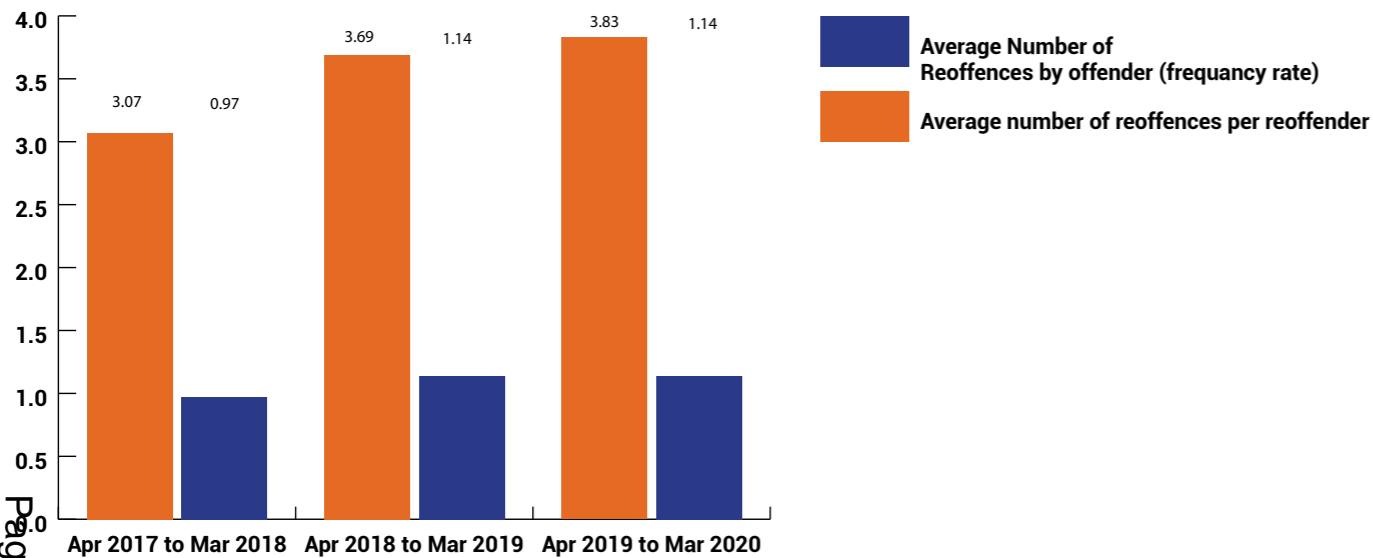
Rate of Proven Reoffending by Youth People (Binary Rate)



Northamptonshire Reoffering PNC Cohort Frequency Measures



Northamptonshire Average Number of Reoffences by Reoffender



8.8. NYOS will continue to work closely with partners: Police, Northamptonshire Children's Trust, National Probation Service, and local providers to exchange information, reduce risk, monitor outcomes, and develop creative interventions to reduce reoffending. This work includes young people both within and on the edge of the criminal justice system. Our partnership work with Police via QLIK in 2022 has enabled us to review different and more recent timeframes with regards to re-offending/ occurrences for our Prevention and Diversion team. A Post 6-month review of PADS showed a 22% decrease in incidents/ occurrences reported from the Police and nearly 45% reduction specifically for suspect and offender occurrences – an excellent result which we can build upon. For example, we have recently been successful in securing funding via the Community Renewal fund for an employment initiative for our young people working in Partnership with Skill Mill.

6 months pre v 6 month post

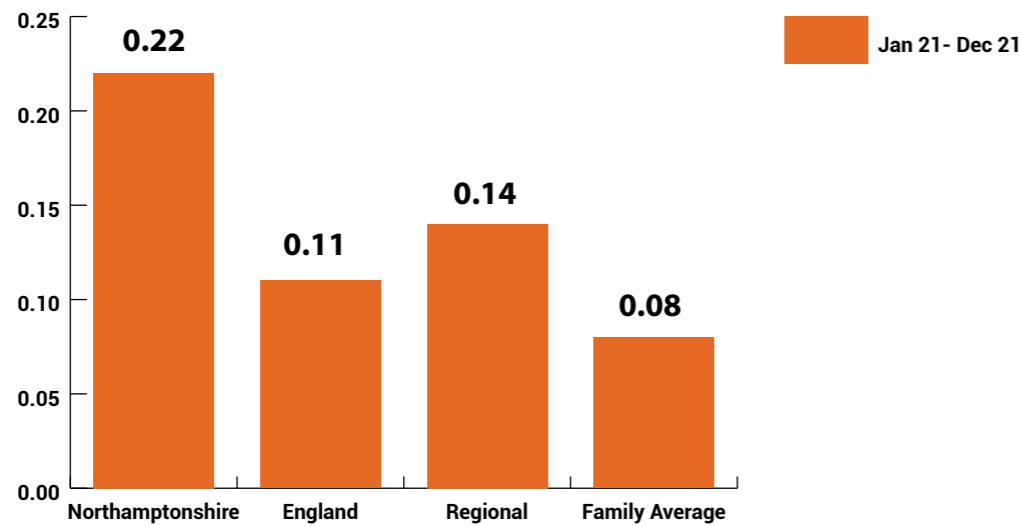
- 98 (37.4%) reduction in the number of people involved in occurrences
- 373 (22.8%) reduction in the volume of occurrences



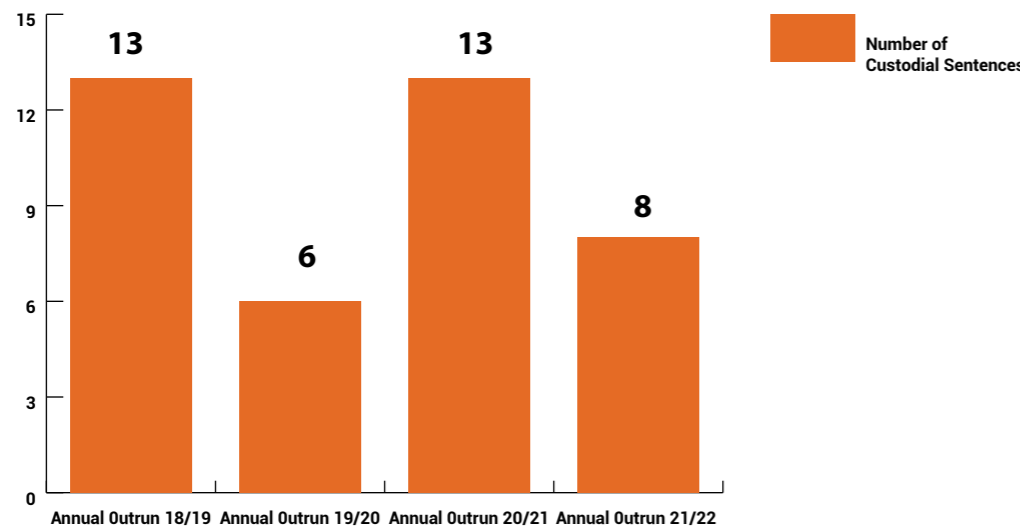
Custodial Sentence Analysis

8.9. For the period 2021/22 there were a total of 8 young people custodial sentenced. Although this shows a drop from 2020/21 these are still occurring due to relatively high levels of Serious Youth Violence (SYV) in Northamptonshire. This is above the national average for England, the regional average, and the Family average. Locally we have found multiple young people involved in SYV (often singular instances) receive a custodial sentence, thus increasing the rate. However, in 2022 there have been 0 custodial sentences, to note there are 2 remanded young people at this time who may be sentenced to custody in the future. As above these 2 Young People were both involved in a singular incident.

Custody Rate per 1000 population Comperator Groups



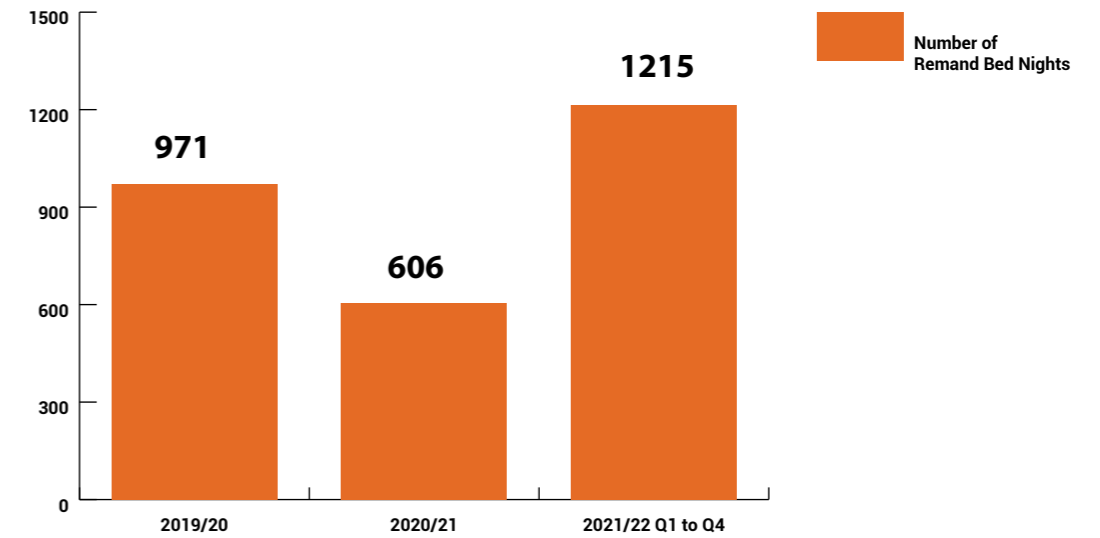
Number of Custodial Sentences



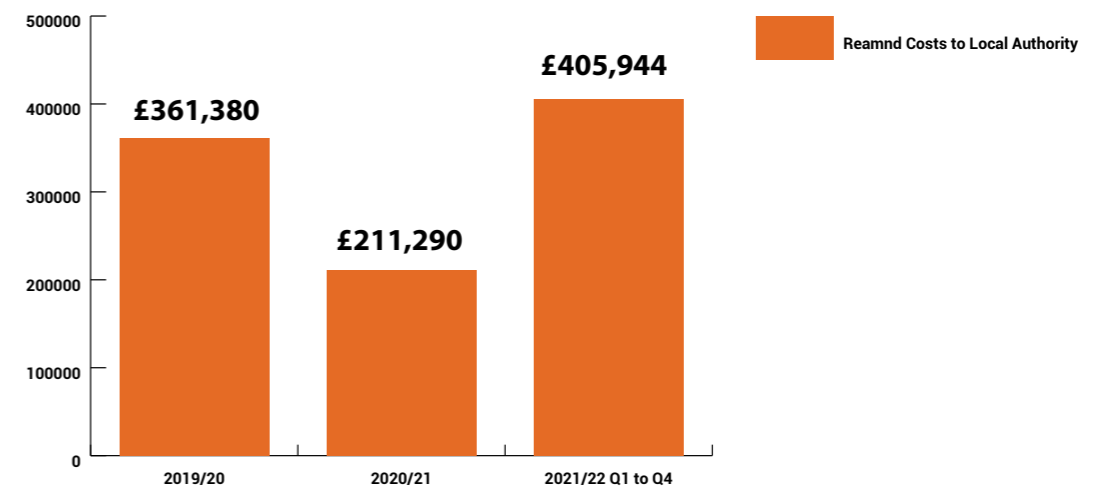
Remand to Custody

8.10. From the charts below it can be seen Remand to Custody Bed Nights in 2021/22 have doubled compared to the 2020/21 period. This has been due to the higher levels of Serious Youth Violence and the severity of offences. There have also been delays in Crown Court that have led to longer remand periods whilst awaiting trial. For example the 2 Young People currently on remand as of 11/05/22 have had their trials cancelled twice due to COVID reasons and have been on remand since the start of August 2021. This has been raised with the YJB and the regional HMCTS. The costs have also increased due to the above and the 2 Young People mentioned have been accommodated in Secure Children's Homes during the 2 trials which were cancelled at approx. £200 per night more than a Youth Offending Institution. The creation of the Alternative to Custody Panel and the Wellingborough Pilot aims to address concerns over serious offending and sentencing.

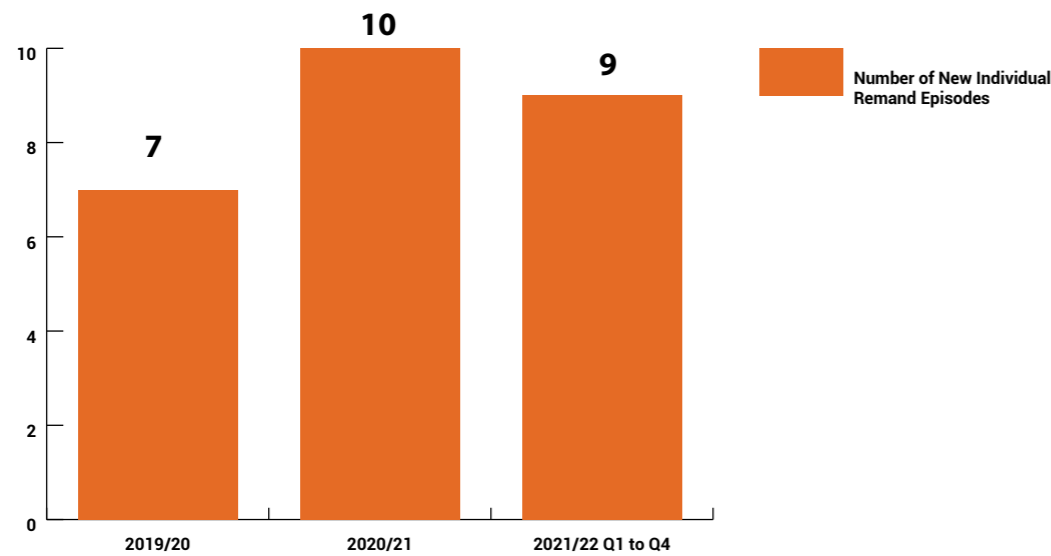
Number of Remand Bed Nights



Remand Costs to Local Authority



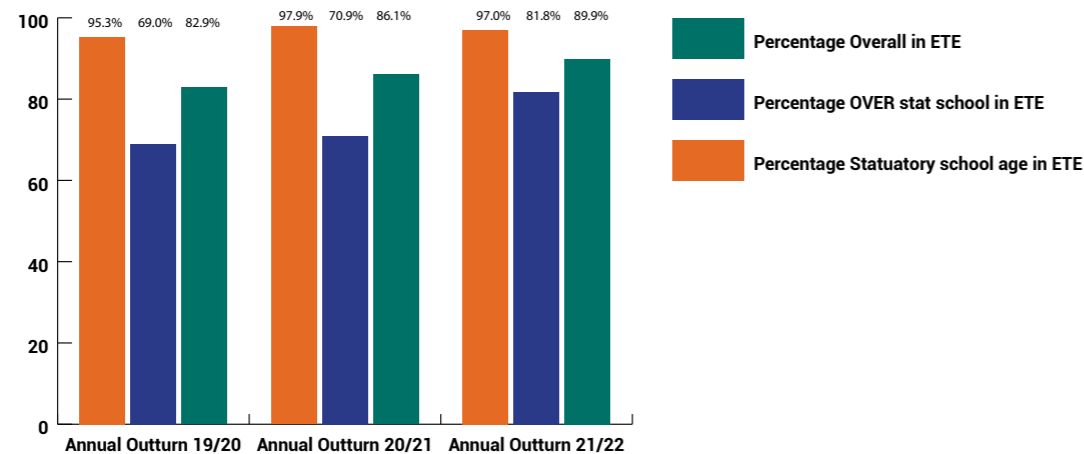
Number of New Individual Remand Episodes



Education

- 8.11. The number of young people in ETE at the end of their order has increased towards the end of 2021/22 which has been a trend continued from previous years. NYOS have recently revised their ETE Blueprint and action plan offering a more integrated approach to supporting ETE assessments and interventions across teams.
- 8.12. During 2020/21 schools were only open to all pupils for just over 4 months, meaning 50% could not attend their provision in person. We have in the below data the figures as if Covid was not occurring so that it is a comparable trend. The adjusted figure assumes that had the schools not closed, those people who were unable to attend school due to Covid19 would have been in education and allows for comparable figures when comparing against different years.
- 8.13. In the coming year it is a joint aspiration of the SEND services in Northamptonshire Council that NYOS and SEND develop closer links to ensure educational aspirations for young people are planned collaboratively with the young persons voice central to any plan, to ensure we have the right packages that will engage some of our most vulnerable young people."

ETE Outcomes



ETE Team

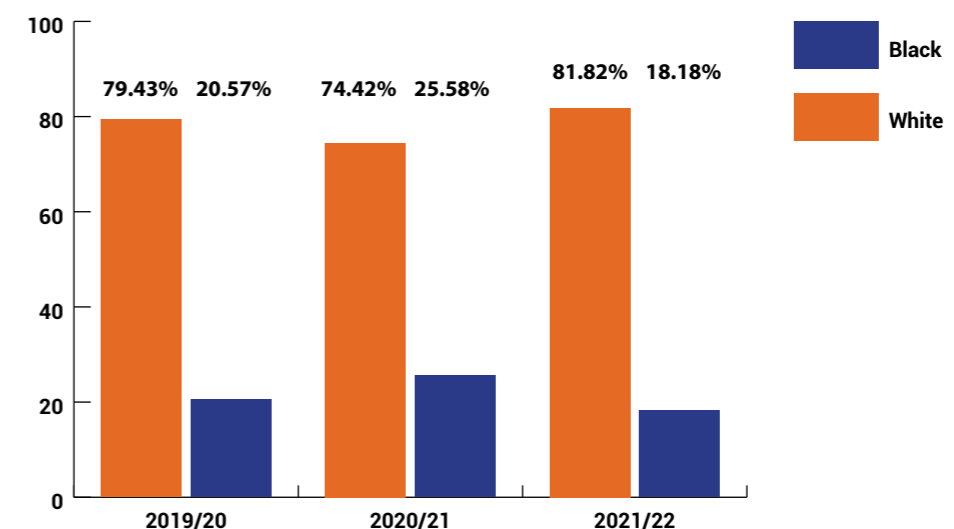
8.14. The ETE team have made good progress working with young People and partners. The results of this can be evidenced by the following:

- Colleagues are provided with accurate ETE information for asset completion, including EHC plans which are provided by our SEND team.
- ETE information is compiled for all young people engaged with the NYOS.
- A discussion takes place with the Case Manager to determine the level of involvement from the ETE Team. This follows a Signs of Safety format and is included by the case manager when formulating their intervention plan for that young person.
- There is a service level agreement with Northampton College to provide access to a tutor for two afternoons per week. This provides us with an additional resource for young people. 67% of young people attended these tutor appointments over a 12-month period which totalled 181 sessions. This contract is being renewed in 2022.
- Finalised Information sharing agreement with Prospects (previously Connexions). We have a good working relationship with the Choices advisors, and this ensures that our NEET post 16 young are well supported.

NYOS are particularly proud that in the coronavirus pandemic the following have been achieved:

- We have been able to maintain face to face work with some young people through use of space in other buildings and during home visits when safe to do so.
- Our tutors have been able to maintain work online with young people when they have access to laptops and support in the home environment.
- Educated young people are aware of apps that support their learning including Post 16 access to CSCS via smart phones for example.
- We have liaised with schools when our young people have been struggling with online work to request additional support.
- We have also continued to support NYOS colleagues who are working with young people to achieve ASDAN accreditation.

Percentage of Offending Young People White compared to Black, Asian and Minority Ethnic representation



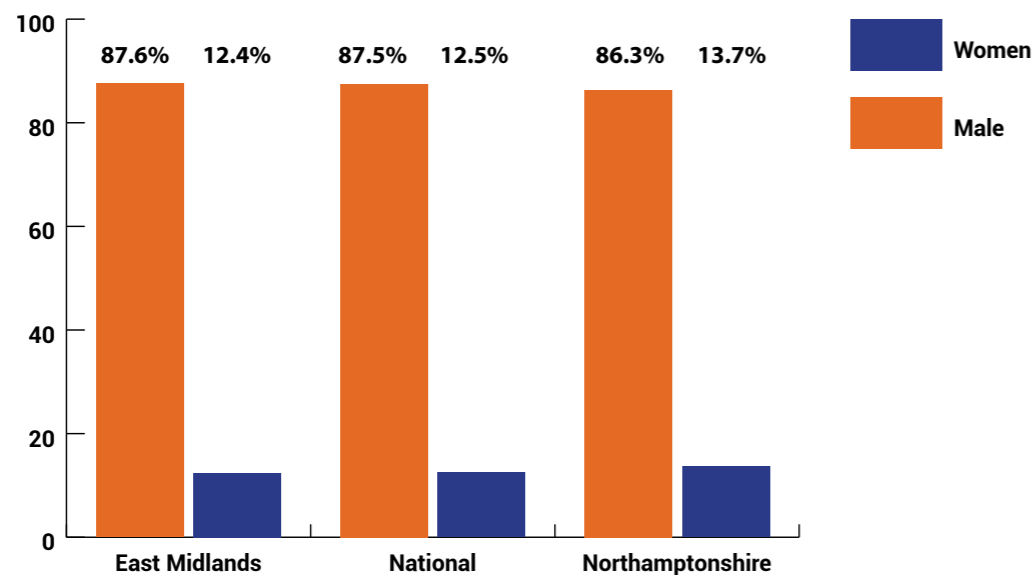
Ethnicity

- 8.15. From the above we can see the BAME community are still over-represented within Northamptonshire young people who offend. Although data shows this has reduced in 2021/22 to just over 18% compared to this community representing 11% of Northamptonshire 10-17 population. There are some unknown ethnicities recorded in the data and this is a focus to improve. This is being tackled through more shared data with other agencies as well as focussed training with workers to talk more openly about ethnicity with the young people they work with.
- 8.16. Alongside the above Northamptonshire NYOS are:
- Delivering their Over Representation Plan 2022/23 to the whole service and to the Board
 - Data sharing with Police, Supporting families and Prospects.
 - Involved in the Children and Young Persons Transformation Programme for Northamptonshire which involves all agencies' input into the plan for 2022/23.
 - Development of a specific questionnaire being used for members of the BAME community we work with to get a better insight from their voice into the barriers faced so we can better overcome them.
 - Tailored Diversity and Disproportionality training days for staff so they better understand the problems and challenges of the BAME community and are equipped with better tools to discuss and talk about these with the young people they work with.
 - Disproportionality and Diversity Steering groups with members from all areas of the NYOS meet bi-monthly to discuss progress of the plan and implement initiatives as well as reflect on data tracked over time.
 - All reporting done within the Youth Offending Service will include ethnicity, age, and gender as standard to ensure any patterns are analysed from all those perspectives.
 - Specific interventions have been created and continue to be created by the Diversity and Disproportionality Group members with input from young people and staff.

Gender

8.17. This is currently showing concerns in over representation in our offending cohort as can be seen below. The focus on female young people who offend has led us to revive a strategy from previously having a Girls Group to focus on bespoke work with female offending

Gender Split Offending 2021/22



Accommodation

- 8.18. As can be seen below, over the past 3 years the number of young people in satisfactory accommodation at the end of their order has increased. Within the NYOS we have an accommodation team who work hard to ensure accommodation is prioritised for young people. The latest figures show that for the period 2021/22 100% of young people were in what is assessed as being suitable accommodation at the end of their order. As well as NYOS direct work with our young people and their clients, the team advocate and liaise with a wide range of partner agencies to secure the best outcomes for our young people and their families. This can involve:
- securing income maximization by undertaking Benefits audits to ensure people are getting what they are entitled to.
 - NYOS are actively involved in debt management and negotiation of affordable debt repayments.
 - NYOS also support and advocate for those in inadequate or unsafe accommodation. This has been an increasing element over the past few years with the development of gangs and grooming, families seeking to move to protect their children from being recruited or for their safety to avoid reprisals.

Accommodation Outcomes

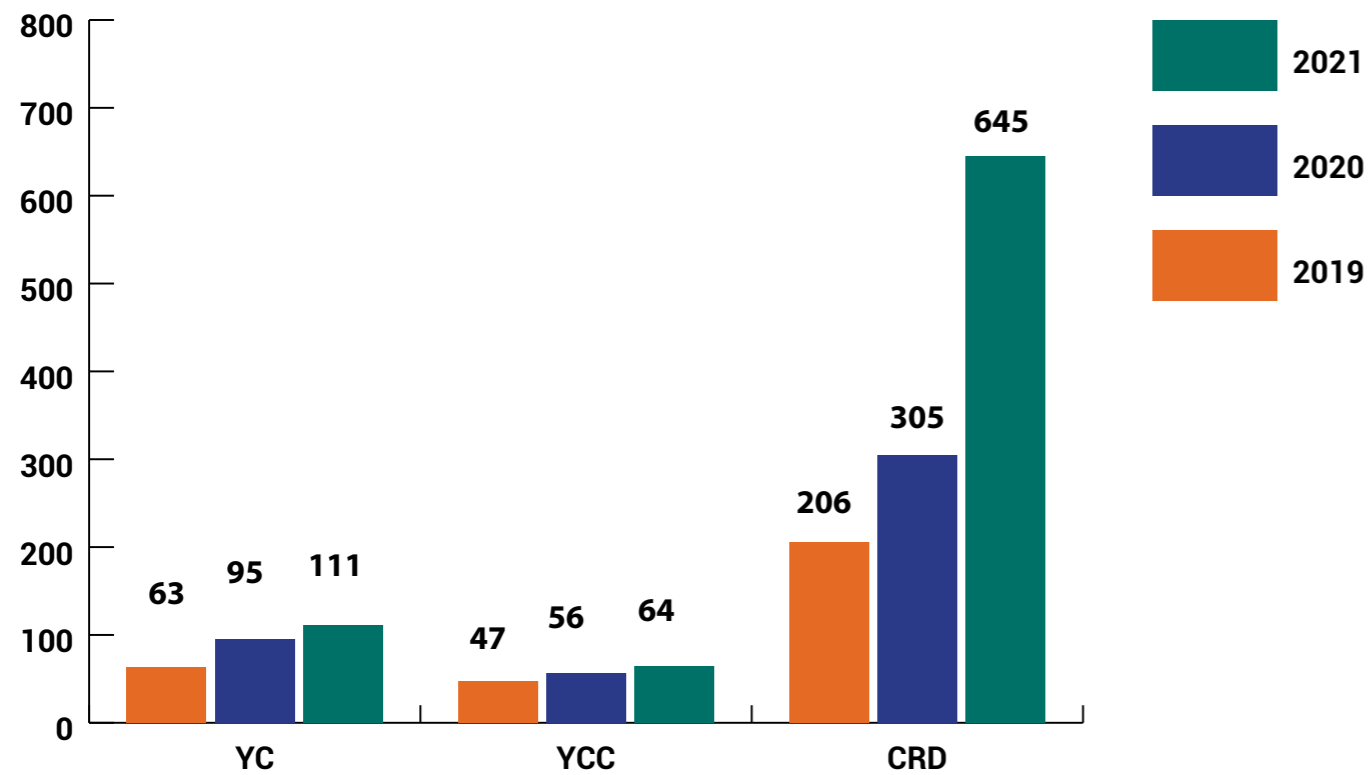


Prevention and Diversion

- 8.19. NYOS has worked closely with colleagues in the Police to consider and implement the use of a range of outcomes, allowing for children and young people to be worked with in the system without criminalising or stigmatising them, for example our current use of Outcome 21 and joint planning for the use of Outcome 22.
- 8.20. Working alongside the Police using their Qlik system, The YOS are now targeting young people who have had 3 or more encounters with the Police; this process has enhanced the number of CRDS issued by the Police and increased the use of youth cautions and youth conditional cautions.
- 8.21. The YOS and Police have analysed the data in relation to first time Entrants and have identified that there are a number of young people becoming first-time entrants but with no previous OCCD. This has highlighted to YOS the significant impact of First-time entrant rates. Consequently, YOS and the Police are proposing an expansion of the triage system to include all partners to ensure young people receive the appropriate outcome. Further analysis has demonstrated young people who have received a YC or YCC would have been eligible for a CRD. This would have a significant impact on the rate of FTEs.
- 8.22. See chart below demonstrating a significant increase in CRD's during 2021 (Police data)

Note: Since Jan 22 over 190 referrals into PADS /CIRV, compared to 434 for 2021.

Based on separate crimes



- 8.23. 8.23 The prevention service currently works on a trauma informed model. This model allows children and young people to consider how their own experiences have influenced their offending behaviour. This approach leads to the identification of desistance factors which would seek to support young people from further offending.
- 8.24. All assessments and reports are audited with the YOS audit tool by OOCd supervisors and managers to ensure consistency and quality of the ASSET+ or Summary Asset that may be completed as part of OOCd work depending on the young person choosing to engage in this process voluntarily with us.

Mock Inspection

- 8.25. Over 50% of NYOS cases in both the North and West Unitaries are supervised by way of an Out of Court Disposal. We are committed to continuous improvement and since 2018 we have completed three Mock HMIP Inspections across the NYOS.
- 8.26. The results from 2018 to 2021 demonstrate we are consistently in the good category scoring between 75% to 81% overall.
- 8.27. In November/December 2021 we published our most mock recent inspection results which included a focus on areas for improvement identified from previous mock inspections and feedback. Areas such as strength-based practice, exit planning and pathway provision were examined in more detail.
- 8.28. The mock inspection involved all case manager staff having at least one West case audited. All operational managers were also involved in the auditing process and where possible we replicated the HMIP format. This enabled the Mock inspection to be as inclusive as possible. We published the overall results across the NYOS and have presented them to the Board. Overall, we assessed our OOCd work as 'Good' (71%).

Strengths

- Assessment sufficiently analyse how to support the YP's desistance
- Assessment focuses on keeping child or YP safe
- Planing focuses on keeping the child or YP safe
- Planning focuses on support the child or YP desistance
- YP not re-offending
- ETE asset update present
- Access to services needed either internally or externally

Areas for improvement

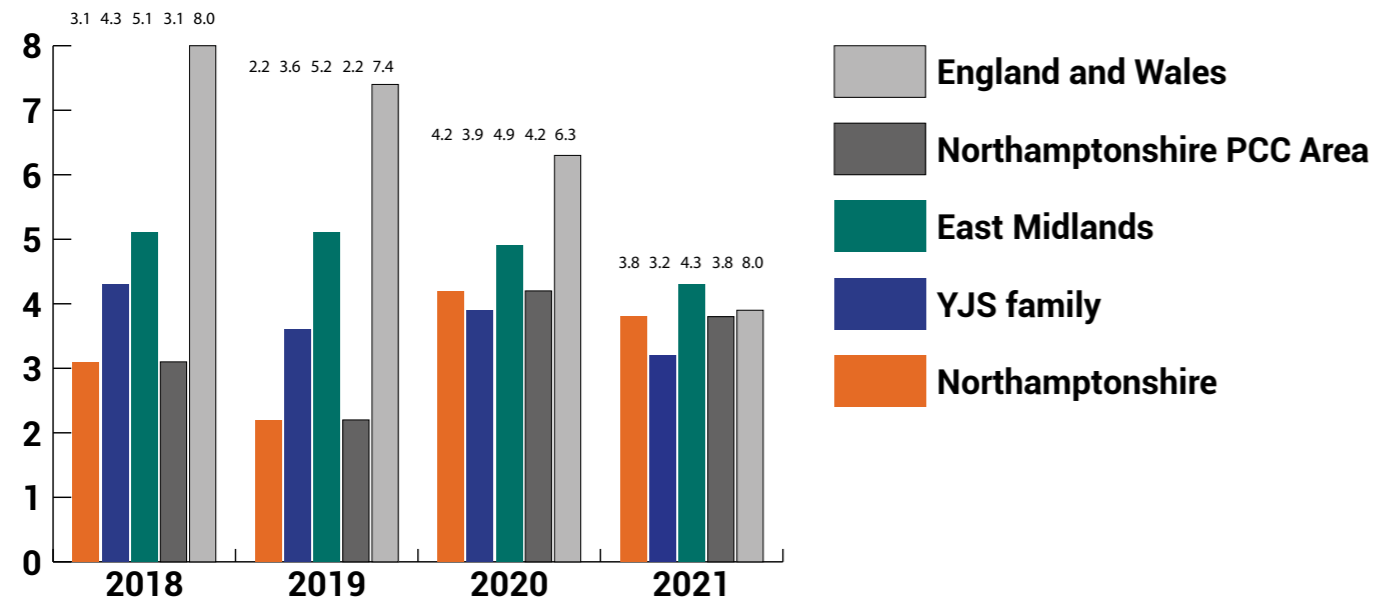
- Assessment focusing on the strenghts of the YP to promote constructive change
- Planning needs to cover keeping others safe
- Exit plan for YP to support future
- Strength based approach evidenced
- Substance misuse addresses
- ETE intervention evidenced
- Diversity needs addressed
- Implementation and delivery of services needs to support YP desistance effectively
- Efficte management oversight

- 8.29. Key actions to emerge from this audit relate to the revised PADS Strategy Document which incorporates many of the above improvements. Over the next 12 months we are focusing on strength-based practice, training has been delivered within the NYOS. We are building better links with Early Help to promote exit planning and better transition between services. Work on over-representation has been incorporated into the Strategy document to ensure we intervene early and effectively to reduce our First-Time entrants and subsequent risk escalation.

Serious Youth Violence

8.30. Serious Youth Violence levels in Northamptonshire have remained below the East Midlands consistently over the past 4 years and remain under the national rate for 2021, as can be seen in the graph below:

Rate of SYV offences per 10,000 of the general 10-17 population



8.31. We have seen gang groups develop within Northamptonshire in the main towns of Northampton, Wellingborough, Kettering, and Corby. The gang activity young people are involved in has led to serious incidents that have occurred and contribute to the level of violent crime that is seen across the region. Three of these crimes have been murder charges and have included multiple young people in one incident. It is also evident that Serious Youth Violence incidents are overrepresented by the Black and Mixed ethnicities in Northamptonshire.

8.32. The following have been implemented to decrease the numbers of violent crime within Northamptonshire:

- Ongoing work with Police systems (QLIK) to identify those suspect/ offender young people that may not come to the YOS's attention early enough. This has led to a large increase in referrals into our Prevention and Diversion teams who can then offer to work with young people earlier before they potentially become more entrenched.
- Prevent Partnership data and analysis subgroup has begun in 2022/23 to better understand if there are terrorist/ extremist links into the serious youth violence occurrences and identify vulnerability factors for this involvement. This is proposed to be taken over by Special Branch as they alone have access to some specific data that is required.
- Young People involved in serious youth violence have had their individual data analysed to identify key indicators (e.g.: Child in Care, Domestic Abuse experienced or witnessed, absent parent, pattern of offending, gang links, substance misuse, mental health factors). This will help us engage earlier on key desistance factors where we see potential similar circumstances to those committing serious violence offences.
- The Diversity and Over Representation Steering Group has been developed and the members meet to work on cultural identities and work with young people to address any cultural influences affecting offending. This is a key component of our over representation strategy.
- Knife Crime intervention mandatory with all Young People known to NYOS.
- Resettlement specialist to assist post sentence for those in custodial outcomes to support reintegration into community with as many protective factors put in place to discourage reoffending.

Restorative Justice and Support for Victims

8.33. Following mock inspections we have prioritised an area for improvement engagement is effective with victims so that they can provide information to the NYOS. Information is then shared with case managers and used to inform work with children and young people who have offended. Following Mock inspections NYOS have implemented the following to ensure there is effective engagement with victims so that they can provide information to the NYOS. Information is then shared with case managers and used to inform work with children and young people who have offended.

Progress made:

- Ongoing file auditing reviews all assessments for Asset quality and victim information.
- The NYOS Victim Worker and operational manager are reviewed to check victim information
- RJ training has been introduced to all members of staff and volunteers to support culture of restorative practice in all work within NYOS.
- Victim Safety is imbedded into RMP and Panel processes
- Victim information is clearly identified in QA templates
- Victim feedback questionnaire has been designed and implemented 2022.

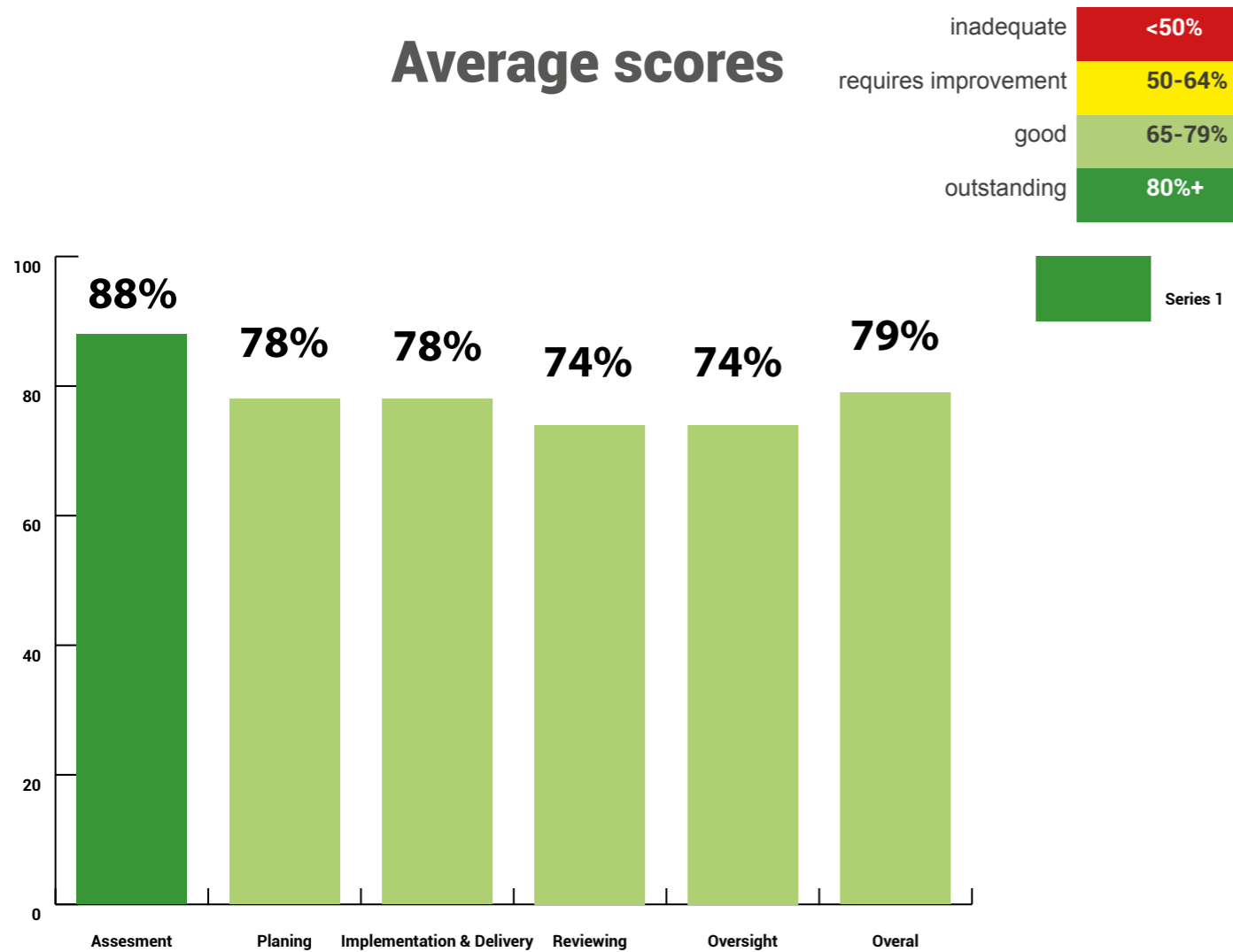
8.34. Restorative approaches underpin NYOS' core values both in relation to our work with young people and the victims of their offences. Approaches are embedded internally as a team and with all external colleagues we work alongside.

Quality of Post Court Supervision

8.35. Just under 50% of NYOS YP in both the North and the West of the county are supervised under post court supervision. We are committed to continuous improvement and since 2018 we have completed three Mock type HMIP Inspections across the NYOS. Results from 2018 and 2019 have progressed from requires improvement to Good (54% to 70).

Post Court Mock Inspection

8.36. The results from our most recent Mock Inspection in July 2021 are below (Average Scores), overall 79% of Post Court work was assessed as sufficient, this equates to a good rating.



8.37. The high-level Post Court Inspection Action Plan, outlined below, highlights key areas for development. Early parts of our interactions with young people were good, however we need to significantly improve resettlement planning and the reviewing phases of supervision (see Appendix 7).

9. National standards (Page 14 of the Guidance)

9.1. The Youth Justice Board released new National Standards in 2019, thus replacing the old National Standards from 2013. Our last NSA Inspection was completed in 2021. The overriding theme is greater autonomy and flexibility of decision making.

How would we score based on our recent assessment?

National standard	Strategic score	Operational score
Out of court	TBC	53%
At court	TBC	40%
In community	TBC	58%
In secure accommodation	TBC	55%
On transition & resettlement	TBC	81%
Overall result would be:		54%

Northamptonshire Youth Offending Service (NYOS) - National Standards Self-Assessment

- 9.2. On our latest self-assessment to the Youth Justice Board (YJB) in February 2021 we received notification that they found our self-assessment offered an 'evidenced reflection of the judgements against service standards'.
- 9.3. In total NYOS audited 73 cases, although some of them 'hit' more than one standard. To gather the evidence, we broke this down into the operational and strategic elements of the self-assessment as designated in the guidance.
- 9.4. In relation to the operational element, we used several management tools to gather the evidence, primarily a National Standards audit tool which we have been using for some time, that incorporates the weighting to areas as outlined in the guidance. This was then mapped where the answers would fit into the final tool. A formula was then developed to populate those answers and generate rating linked to the criteria given to us by the YJB.

The self-assessment identified the following areas:

Strength	Improvement Required for 2022
Building trusting relationships with our young people in relation to both our pre- and post-court offer, promoting equality in access to services and engagement, delivering effective interventions that are co-ordinated with other agencies/services and supervising orders in line with the YJB assessment framework.	We need to continue to monitor and update our Over Representation action plan – this is in place for 2022.
Compliance with the Youth Custody Service (YCS) in relation to our submission of Post Court reports and working with parents at court following their child being sentenced.	Assessment timeliness: During 2021 / 2022 we have focussed on timeliness of assessments and have consistently achieved good results– see 5.1 and 5.4 for data and detail.
Work with the secure estate to ensure safeguarding procedures are followed and there is a plan in place where risk of harm or safety & wellbeing concerns are identified in custody.	Involvement of ETE and Health in assessments needs to be more robust to ensure these key areas are fully integrated into a young person's plan. Our ETE Blueprint and improved Health offer ensures we are incorporating these areas into our work.
Tailored transition planning, primarily relating to those young people transitioning to Probation	Resettlement and wider transitions to ensure that these important milestones for our young people are as smooth and co-ordinated as possible between services and to create a robust plan at the earliest opportunity for all agencies involved to maintain. During 2022 we have introduced our Constructive Resettlement policy to ensure we meet the needs of our young people both entering and exiting custody.
	At final release or point of transition in all its forms there is sufficient preparation and support at key points before, at transition and post transition.

10. Challenges, risks and issues (Page 14 of the Guidance)

Challenges

- 10.1. Serious Youth Crime (SYC) - NYOS is aware of the concern around Serious Youth Violence, safety and wellbeing, particularly in certain areas of Northamptonshire. NYOS continues to engage with local partners to develop cross partner initiatives to address and deal with exploitation trends and risks.
- 10.2. Locally NYOS is involved in Community Safety Meetings, NSCP, Exploitation Meetings, Missing, Exploited and Trafficked meetings, and the newly implemented strategic group to implement the new violence duty as well as attending Tactical Planning Meetings. NYOS were also a key partner in the planning and execution of the Knife Angel visit to Northamptonshire in April 2022. Workshops were led by NYOS practitioners to parents and carers in relation to the dangers of knife crime.
- 10.3. The NYOS Head of Service has been a key contributor to the Safeguarding reviews of the 3 murders that took place over the last 2 years. The learning from these serious case reviews has been disseminated across NYOS and the learning will be embedded into practice.
- 10.4. The above demonstrates that NYOS and its strategic partners commitment to respond to the growing and concerning risks to children, victims, and communities. As previously outlined, the NYOS in partnership with the police have identified more effective ways of monitoring children at risk of Serious Youth Violence who may be involved in exploitative behaviour. This will continue to be a priority in the forthcoming year.
- 10.5. Police, Crime Sentencing and Courts Bill has the potential to reduce the use of remand and custodial sentences but propose to increase the restrictions available in the community with a proposed maximum of 365 days Intensive Supervision and Surveillance program. NYOS welcomes the aim of reducing custodial sentences the additional impact of community sentences needs to be considered. This includes the need to ensure young people on this order have at least 25 hours education a week. Education is an area of continued focus for NYOS and partners. There will also be a requirement for more resource on a 365-day basis to monitor and provide intervention to young people who are eligible for this order. The service review will consider these changes to ensure we can implement the changes.
- 10.6. Over representation – NYOS have implemented the Over representation Protocol in response to our findings of disproportionality of certain groups of young people in the system. To ensure the protocol action plan is successful partners will use this to look at over representation within their own areas of work to ensure a collaborative effort across Northamptonshire is achieved.
- 10.7. Children in Care - NYOS have identified that reoffending rates are high for a small but complex cohort of children who are cared for by Northamptonshire Children's Services, our planned approach to work in collaboration with the Children in Care team will see improvements and prevent further offending. This will include working with Local Care Homes to embed a restorative approach to challenging behaviour.
- 10.8. Health Inequalities of Young People – NYOS has direct access to some public health funding for substance misuse workers. However, an ongoing challenge is access to NHFT and we have identified an increase in the numbers of young people with significant mental health issues which are currently seeking support and unable to access this. There is over presentation of young woman in the criminal justice system with mental health issues. Work has been completed with the Assistant Director in partnership with the Judiciary to ensure a robust process is in place for court directed Hospital Orders.

Risks

Key risks to achieving the improvement priorities:	Action	Success Criteria	Owner
Inability to deliver effective services through budget reductions or partner agencies reduction in commitment.	Develop robust SLAs for future commitment in all priority areas	Resourcing in kind or financial evidence in service delivery.	Head of NYOS
Priority Performance reduction.	Robust performance monitoring Management Board Scrutiny recommendations	Performance improvements Staff training and development in key areas.	Head of NYOS
	Liaise with partners to assist performance Deep dive analysis on casework related performance QA work increased in themed areas	Partner agency contribution to performance priorities evidenced in management board minutes.	
	Monitor performance and referrals to Out of Court Disposals interventions. Liaise closely with Police colleagues. Report to NYOS Management Board.	Data performance demonstrates successful trajectory	
Increase in re-offending frequency.	Deep dive analysis of top 15 reoffenders. Profile reoffenders and target training needs. Support partners to understand alternative approaches using RJ Multiagency plans on each YP reoffending to increase intensity of support. Children in Care Focus.	Data performance demonstrates successful trajectory	Head of NYOS

Key risks to achieving the improvement priorities:	Action	Success Criteria	Owner
Access to education, training and employment reduces.	Undertake a full review of the ETE provision in NYOS and partners delivering. Partnership working increased with Schools and Colleges. Develop employment opportunities with business links, apprentices and training experiences	ETE reports to Management Board and data performance demonstrates more detailed analysis to engagement	Head of NYOS
	Loss of experienced staff, and subsequent difficulties in recruiting specialists.	Workforce development programme Culture of kindness, respect and support Use of reflective supervision PADP for all staff yearly and reviewed recruitment and retention focus Review induction processes	

Service improvement plan (Page 14 of the Guidance)

Strategic Priority 1 - Prevent Youth Crime to reduce First Time Entrants

What we aim to achieve	What will we do	Measure of success
Continue to reduce the number of First Time Entrants in Northamptonshire	Develop a Partnership decision-making panel whilst ensuring those in need of help are referred to appropriate services timely.	Reduction in FTE
Partnership awareness of the Youth Justice Plan and NYOS priorities that they all will contribute too.	Develop Communication Plan to share widely. Provide briefing sessions using good practice case examples of multiagency support plans to prevent offending and re-offending	Partnership engagement and feedback
A continued key focus on disproportionality and racial disparity.	The NYOS Management Board will consider the issue from their individual areas. Use Partnership data to inform themselves and ensure that the issue is being addressed at all levels both strategically and operationally	Management Board feedback Performance data
Improved emotional health and wellbeing providing easy and natural access to services	Strengthen Service Level agreements with Health partners to continue to resource Emotional Health and Wellbeing services within the service and prioritise access.	Young people feedback at end of NYOS involvement in respect of their emotional health and wellbeing measures. Longer term SLA
Speech and Language assessment	S&L assessment completed means that all staff working with the child can be as effective as possible by taking the guidance from the S&L therapist into account when interacting with the child. Further other agencies, such as the police and the Courts, can also be advised as to how to communicate most effectively with the child concerned.	All children open to the service should be screened to a Speech and Language therapist.
Improved participation in education, training, and employment.	NYOS to work with education colleagues to explore how they might complement the offer to schools regarding supporting young people at risk of exclusion to maintain their education within a mainstream setting or suitable alternative and improve attendance.	Maintain positive ETE measures.

What we aim to achieve	What will we do	Measure of success
Analyse FTE and trends in offending.	Expand analysis and Access to QLIK police Data system. To be shared with NYOS and partners to promote understanding and us.	Data analysis readily available to info targets.
Increase and strengthen the participation and voices of our children and families in the NYOS	Implement participation and consultation events with our children and families Include family and young people feedback into the YJS QA/Audit process	Young people's voices to actively impact how we deliver our service. Young People at the management Board as representatives.
To understand and respond to the potentially changing nature of youth crime e.g., criminal exploitation, extremism and radicalisation, child-sexual exploitation and gang associated drug dealing expanding along 'County Lines'.	Develop an Up-stream pilot to address / reduce SYV, FTE ROR, this has been implemented and is the Violence referral scheme (Wellingborough pilot) in place, working with Police to identify early trends in violence / offending and refer to appropriate agencies i.e. PADS.	Service redesign to support capacity to engage those most vulnerable young people.
Reduce those that fast track to custody before any YOT intervention can take place.	We will review Out of Court Disposals (OCD) where a decision for no further action has been applied on more than 2 occasions. We will review 'no further actions' undertaken to ensure those children do not have other risks areas meaning the likelihood of re-offending or FTE is not increased. Expand the use of voluntary police interviews with prior notification given to the NYOS. Consider use of Police Bail conditions to engage the services of the PADS team	Reduction in FTE and re-offending data performance.

Strategic Priority 2 – Reduce re-offending

What we aim to achieve	What will we do	Measure of success
To reduce re-offending by young people in Northamptonshire with a particular focus on the relatively small proportion of young people who commit a disproportionate amount of crime in Northamptonshire.	<p>The Northamptonshire Youth Justice Board will monitor and apply scrutiny (of the partnership endeavour) to reduce re-offending.</p> <p>Present at NRBB and request partners look at collective resources to reduce escalation and frequency of offending.</p> <p>Implementation of the NYOS over-representation plan.</p> <p>Better use of data from Asset+ / Core+</p> <p>Start running the re-offending toolkit.</p>	Reduction in re-offending identified in Data performance trends.
To develop high quality and evidence-based interventions that contribute to reducing re-offending and maintain the confidence of partner agencies, the courts, and the public.	The youth justice service will review the effectiveness of current 1-1 and group work approaches and interventions to reducing re-offending, particularly those aimed at the most prolifically offending young people, and will develop and re-design accordingly, with a greater focus on how safeguarding and over representation needs (e.g. communication and learning styles) are being met whilst working with Northamptonshire Speech and Language worker. This should involve co-production with young people.	Reduction in re-offending identified in Data performance trends.
Strengthen the relationship with operational policing through CIRV, LCSJB and Trauma informed custody and Northamptonshire task force.	Violence referral scheme (Wellingborough pilot) in place, working with Police to identify early trends in violence / offending and refer to appropriate agencies i.e., PADS.	Reduction in re-offending identified in Data performance trends.

What we aim to achieve	What will we do	Measure of success
Ensure the highest quality though care and resettlement planning are available Working closely with the designated resettlement leads and relevant social workers (and do this earlier in the child's plan).	<p>Revised approach to Custody and improve resettlement process including embedding new policy and procedures</p> <p>Promote constructive alternatives to Custody</p> <p>Amend risk panel process to include Risk of re-offending thereby introducing a multi-agency approach</p> <p>Alternative to Custody Panels introduced</p> <p>The youth justice service and the National Probation Service will continue to jointly manage cases in transition ensuring consistency in delivery, relationships, and minimising transfers.</p>	<p>Resettlement quality assurance theme will evidence success of the resettlement protocol.</p> <p>All young people will have resettlement plans at the point of entry of custody which will form part of their resettlement plan.</p> <p>Accommodation will be used to determine success of resettlement planning</p>

Strategic Priority 3 – Protect the public from harm decrease in serious Violence

What we aim to achieve	What will we do	Measure of success
To ensure that children and young people who pose a risk of harm to others are appropriately assessed and effectively supervised to promote a reduction in that risk.	<p>Maintain an accurate NYOS risk register that details all those young people known to the service deemed to present a high risk of harm to others. Strong management oversight of the register will be undertaken through the NYOS risk panel</p> <p>Develop data analysis around violence reduction and re-offending</p> <p>Embed Violence referral scheme (Wellingborough pilot) in place, working with Police to identify early trends in violence / offending and refer to appropriate agencies i.e. PADS.</p> <p>Undertake Rapid Learning Reviews on previous serious incidents in relation to knife crime and gang related activity.</p> <p>Make appropriate referrals to safeguard self and others.</p>	<p>Reduction in serious violence incidents reported.</p> <p>Reduction of offences related to serious violence</p>
To recognise that serious harmful behaviour to others is often a symptom of significant distress and vulnerability, which needs to be addressed through a safeguarding approach for that risk to reduce.	<p>Quality assurance framework we will ensure that practice in relation to risk of harm to others is robust and meets the expected standards of HMIP</p> <p>We will seek to improve the early identification of and response to safeguarding issues associated with young people who have offended or come to the notice of the police and children's services as potential victims by improving links between the Children's Services, the Adolescent Service, MASH and NYOS Police and partnership panel.</p>	<p>Appropriate onward referrals made to safeguarding services.</p>
To minimise the potential for a 'transition gap' between youth and adult services where risk of harm to others is relevant.	<p>The youth justice service and the National Probation Service will continue to jointly manage cases in transition ensuring consistency in delivery, relationships, and minimising transfers</p>	<p>Seamless protocol for case transfers in place.</p>

What we aim to achieve	What will we do	Measure of success
Ensure that the risks are understood and employed within the Multi-Agency Public Protection Arrangements (MAPPA).	<p>Implement the MAPPA protocol.</p> <p>Deliver a multi-agency audit programme (creating a critical friend in quality assurance).</p>	<p>Workforce development feedback</p>
Protect the public from harm decrease in serious violence.	<p>Provide support and co-ordinate events with Knife Angel touring Northampton Knife Crime Workshops as part of the Knife Angel Campaign.</p>	<p>Learning events delivered to workforce and partners.</p>

11. Evidence-based Practice and Innovation (Page 15 of the Guidance)

- 11.1. NYOS have introduced a monthly development day which centres on a particular area that has been identified for improvement through quality assurance processes and results from mock inspections these are:

2022	Development item
Jan	Enforcement and Engagement.
Feb	Resettlement/ custody/ YJAF
March	Assessment and Intervention planning
May	Exploitation, gangs and countylines
June	Report writing, formal meeting prep and case presentation
July	Prevention and Diversion
Aug	Trauma and ACEs
Sept	ETE
Oct	SMU
Nov	RJ + Victims
Dec	Health, emotional wellbeing and mental health

- 11.2. NYOS have further enhanced this by ensuring all staff have been trained in Aim 3 training, motivational interviewing, unconscious bias, cultural identity and trauma informed practice as well as Signs of Safety.
- 11.3. Our priority for the coming year is to review Referral order panel training. The development days will continue for 2022, specifically working with victims, training for communication passports as part of speech and language development, ongoing training of Mind of my Own application as well as individualised training plans for staff progression. In the next year we also will ensure that the collation of our current Staff survey is fully analysed and changes or processes adapted if need be.
- 11.4. Aim 3 supervision has been introduced with a focus of development of staff skills. NYOS will continue with more staff training in relation to culture, over representation and approaching conversations around diversity.

- 11.5. The NYOS Management Board have experienced a change in membership including the introduction of a new Chair of the Board. In response to this and the introduction of the YJB guidance for management boards to ensure that Youth justice management boards and partnerships prioritise Child First, trauma informed principles and other child focused approaches are embedded strategically and operationally, NYOS will be reviewing and implementing a new Terms of Reference and Induction pack for new members. To support this the Chair of the Board has commissioned development Board training for current members from the YJB regional representative. In the next year the Board will be engaging in task and finish groups that drive the priorities of NYOS. Through the improvements made, Board Members will drive forward the priorities of the plan in to their relevant areas. NYOS are also committed to having Children/ young people represented on the board to ensure their voices and experiences are heard and understood.

Areas of innovation

- 11.6. NYOS are an incredibly innovative and creative service. Areas we are particularly proud of and have been recognised as good practice are:
- **Alternative to Custody Panel [ACP]**
Introduced in 2021 the YOS Manager chairs a multi-agency group, reporting to the YOS Partnership Board, which works to ensure that as few young people as possible are detained in custody and to limit the duration of youth custody detentions. We know that our concordance rate between PSR proposal and court outcome is above 60%, we are hoping to improve upon this during 2022 and ACPs are part of the solution.
 - **Northamptonshire Youth Order Review Panel**
Northamptonshire Youth Offending Service (NYOS) and the Northamptonshire Youth Panel have been operating out-of-court reviews of Youth Rehabilitation Orders (YROs). Magistrates are invited to attend reviews at the NYOS office, along with the children, their parents or carers, and any professionals with a significant role to play in the management of the child's order. The meetings are chaired by NYOS front line managers and, whilst being conducted in an informal and child-friendly manner, they are held to account in the style that is most accessible to the child. The meetings review progress against the interventions that were proposed to the original sentencing Court in the Pre-Sentence Report. A report on the impact and the effectiveness of these panels is currently being undertaken by the Ministry of Justice at the request of the Minister of Justice. At this time we have not received the report.
 - **Rose of Northamptonshire**
In January 2021 this culminated in the YOS winning the Rose of Northamptonshire Award for 'dedication and continued hard work to keep visiting young people who are vulnerable to offending, at risk of hidden harm and criminalisation during COV-19'. We are proud of this achievement awarded to us by the Lord-Lieutenant of Northamptonshire.
 - **Resettlement**
Based on our post court Inspection results (2021) we have re-visited our resettlement policy with best practice and an evidence base in mind. There was a need for improvement where we place the young person at the centre of the process and aim for seamless planning. The new policy has 5 core principles.
 1. Constructive – discussions about and planning for resettlement are useful and intended to be helpful to the child and their parents/carers with a focus on their future.
 2. Co-created – plans produced from collaboration with the child, their parents/carers, and their network.
 3. Customised – a bespoke plan made with the child and their family/carers.
 4. Consistent – the continuous planning for resettlement that starts immediately and continues throughout the duration of custody.
 5. Co-ordinated – working in partnership with the network, parents/carers, and the child.
- 11.7. NYOS has invested in the process, allocating resettlement leads to each YP in custody. We have also developed a Resettlement tracking tool which will ensure we are meeting the young person's needs and have relevant provision against each of the pathways. The new model went live in January 2022 and has been successfully rolled out across the YOS.

Going forward NYOS are committed to:

- The roll out of the Serious Youth Violence pilot
- Implementation of a multi-agency triage for pre court referrals
- Refinement of the NYOS Education offer
- Creating a team that meets the needs of the young people's offending and complex profiles ensuring access to more resource at the frontline of the service.
- In Partnership with Public Health we will carry out a Holistic Health needs assessment: specifically looking at the physical and mental/emotional health of young people known to NYOS.

Looking forward (Page 15 of the Guidance)

11.8. On the 24th of February the Youth Justice Board wrote to the Chair of the Board, Head of Service and Assistant Director to inform us Northamptonshire has been designated a YJB Stage One Priority service due to concerns relating to key performance data, levels of over-represented children and increases in serious violence. YJB Stage One Priority status is one of diagnostics and light touch engagement to consider, brokering support where appropriate. In response we have focused our Service improvement plan on the areas highlighted by the YJB.

11.9. NYOS YJB plan specifically covers the YJB priority one areas [see priorities below]

Strategic Priority 1 - Reduce the number of First Time Entrants into the Criminal justice system

11.10. Crime and Disorder Act s.37: (1) It shall be the principal aim of the youth justice system to prevent offending by children and young person's, intervening earlier to address risk and vulnerability factors and build upon strengths, prevents young people identified as at risk of offending from going on to become established offenders thereby improving their life chances and reducing the harm caused to others. The factors associated with persistent offending can be recognised and addressed before they lead to patterns of behaviour which will be harmful for the young person and others. To be effective in this area, we need to apply a whole system approach to ensure those at risk receive support at the earliest opportunity. For the youth justice partnership service, we need to identify and intervene earlier with those young people whose vulnerability and safeguarding risks are identified through highly effective Out of Court Disposals processes.

Strategic Priority 2 – Reduce re-offending

11.11. Reducing re-offending is one of three national indicators for youth justice and the number one priority for the national Youth Justice Board Reducing re-offending by young people can significantly improve their life course outcomes. Breaking the cycle of re-offending, particularly where this offending has become prolific and contributes to a disproportionate amount of total youth crime, means that our communities will be safer and there will be fewer victims of crime. The savings from reduced reoffending and the need for formal, acute youth justice intervention also enables a shift of resource towards prevention of offending.

Strategic Priority 3 – Protect the public from harm decrease in serious Violence

11.12. It is the first responsibility of all criminal justice agencies to protect the public. Effective risk assessment and management practices that seek to protect the public from harm and reduce the impact of offending on the local community are crucial in meeting this priority and are more likely to be achieved through an integrated, multi-agency partnership approach. There are relatively few young people in Northamptonshire whose offending presents a significant risk of serious harm to the public but where this is present management of the risk must be prioritised.

12. Sign off, Submission and Approval (Page 16 of the Guidance)

Chair of YJS Board -
AnnMarie Dodds

Signature

Date

13. Appendices

Appendix 1 – Voice of The Child

Questionnaires Overview When and Who?

Month	QTY of Q's	Age bracket	No of YP	Gender	No of YP	Ethnicity	No of YP
Mar-21	8	10-12	3	Male	48	Black	3
Apr-21	8	13-15	33	Female	21	Mixed	4
May-21	3	16+	32			Other	2
Jun-21	2	not completed	1			White	58
Jul-21	7	Grand Total	69	Grand Total	69	(blank)	2
Aug-21	1					Grand Total	69
Sep-21	7						
Oct-21	6						
Nov-21	2						
Dec-21	6						
Jan-22	5						
Feb-22	7						
Mar-22	7						
Grand Total	69						

Outcomes, where I Live, Social Care Involvement?

Order Type	No of YP	Where do I live?	No of YP	Ever had a Social Worker?	No of YP
CIRV	6	In a children/young peoples home	6	No	34
CRD	21	On my Own	1	Yes	34
Outcome 22	1	Somewhere else	2	(blank)	1
Referral Order	11	Somewhere Else -SGO	1	Grand Total	69
YC	10	Grandparents	1		
YCC	13	With a carer	5		
YRO	3	With a parent	54		
(blank)	4	Grand Total	69		
Grand Total	69				

Case Manager Feedback

My Case Worker was.....	No of YP	Do you feel case manager did what they said they would?	No of YP
Mostly Supportive	4	Quite a bit	16
Totally	1	Totally	52
Very Supportive	57	(blank)	1
(blank)	7	Grand Total	69
Grand Total	69		

1-10 rating for case manager	No of YP
1	1
6	1
7	2
8	15
8.5	1
9	3
10	35
no score indicated	1
(blank)	10
Grand Total	69

YOS Performance

Do you feel working with the YOS has helped you?	No of YP	Have you committed any further offences since working with the yos?	No of YP
Only a Little	3	No	59
Quite a bit	21	Yes	7
Somewhat	9	(blank)	3
Totally	35	Grand Total	69
(blank)	1		
Grand Total	69		



Other Staff



Any other workers you wish to comment on?	No of YP
No	46
no comment	1
Yes	13
(blank)	9
Grand Total	69

Feedback about other workers
Adolescent team
Debbie Gave me the information I needed about cannabis
Karen-supported me with my assessments
Cherly- only spoke to her once but haven't heard anything else from her
Gary who I had as a case manager before. I liked him as well, can't really say why but I person. (Gary Sykes)
Good at his job (no name)
Karen helped me get into college she was helpful too
Matt helped a lot as he discussed things
My mum though the police officer that delivered the YCC was very professional and he he was talking about (Richard Bathe)
Panel was really good and supportive and worker. They listen and understand and praise encourage me to do good.
Really pleased worked with Chris and the YOS football team, would like to continue the
Rhian was nice and very quiet
Sally she was soundthe most helpful
Doreen- she was funnylike her but order wouldn't have neded as well as I wans't rea
Deb- I remember telling her I would never work with her, she caught me on a bad da
Seeing things from a different view, having discussions rather than just being told. Bei on a level rather than being treated like a criminal
Wilky Alright, helpful



Name one good thing about YOS.....

Asked the right questions and put them in a way I understand effort levels case manager had similar experiences so knew about it
 BECOMING A BETTER PERSON AND LEARNING NEW THINGS TO NOT MAKE THE SAME MISTAKES AGAIN being very supportive and helping realise the effect of the crime
 can handle situations better Changed how I make decisions, stay out of trouble Didn't get on my nerves
 didn't do it by choice, did learn though It was nice to have someone to talk to who understands me
 Good that they are willing to help- I do have friends that think selling drugs is the only option they have Gets me out of trouble
 I think about whether I am going to get in trouble or not I never felt judged and it didn't even feel like work as I enjoyed it Helpful
 I liked working with my case manager Home visits having Nic as a worker/helper It does actually help people
 Helped explain things in a way I understand, especially w ith knives and fighting HELPED WITH LOTS INCLUDING EDUCATION Helped me with a lot
 Helping me not to get into trouble with the police friendly case manager it was good to have someone to talk to
 Nice and helpful Open conversations nothing good about the service It helps and its not that boring
 MY CASE MANAGER IS REALLY NICE It was fun Mental health Keep me happy Taught me to think before I do something
 Reminded to think before doing something support from Rachael speaking to talk to someone
 Speaking to Police Officer was helpful in changing my mind about the police really helped me turn my life around
 Rachael - she always listened to me and spoken to me and believed in me Talking about my anger the people are nice
 Put me off committing offences Supportive and positive THE HELP IT PROVIDES she followed things up Someone to talk to
 We went for a walk to talk away from parents NO COMMENT I DON'T KNOW they helped me with my understanding
 Understanding YOT Worker they was very helpful and helped me to understand situations and what to do in the future
 This improves you as a person They have helped me with a lot They never gave up on me They're Nice
 The workers I don't really know They are nice very nice person You learn things Very Supportive

Do you still need help?

Do you still need help with anything?	No of YP
No	51
no comment	1
Yes	10
(blank)	7
Grand Total	69

If you said you still need help with something what is it?
Accomodation
ADHD and Anger
Anger
Help with anger and how I express
I didn't get to do my Tik Tok due to covid! Seriously, I worry that I don't have the same supp me and the ongoing stuff with the police
Its more want than need, but I want someone to talk to help with my emotions when I feel mental health
Sexual heath support Rise accepted but not had any contact from them yet
want to keep Rachael longer as she got us all this support
Would still like the support from CAHMS



Name one thing you would change about YOS...

Some of the workers but not Chelsy she needs a pay rise can't think of any to have them longer
 being able to see my case manager more
 Reparation no comment (x2) How long it was! Early appointments
 Don't know, possibly nothing talking about myself
 having to go back to court if I breach have my order longer
 Not sure Less appointments I don't know
 I Don't Know (x3) the time limit they have
 Genuinely nothing Nothing (x22) not taking up my time
 there isnt anything if police force had communicated better after the arrest
 Don't know (x3) NO Not change case manager all the time
 cant think of anything having to do it May be that the visits were virtual
 Would tell me not to do things, that I didn't know were bad
 keep Rachael longer Did not physically meet my case manager It doesnt need to be more or anything less than it is



Appendix 2 - Addressing Over Representation Plan 2022-2023

[Document - Click here](#)

Appendix 3 - Management Board

Management Board Members

(Chair) Director of Children's Services, North Northamptonshire Council

Assistant Director, Northamptonshire Children's Trust, Children & Family Support & Youth Offending Service

Chief Executive, Northamptonshire Children's Trust

Head of Service, Northamptonshire Youth Offending Service

Non-Executive Director, (Northamptonshire Children's Trust) Board Member

Area Manager, Northamptonshire Youth Offending Service

Senior Performance & Systems Analyst, Northamptonshire Youth Offending Service

Director of Children's Services, West Northamptonshire Council, Children, Families & Education

Councillor, Lead Member for Children's Services, West Northamptonshire Council

Councillor, Lead Member for Children's Services, North Northamptonshire Council

Head of Innovation and Engagement (Midlands), Youth Justice Board

Public Health Principals, North & West Northamptonshire Council

Director for Early Intervention, Office of Northamptonshire Police, Fire & Crime Commissioner

Prevention and Intervention Superintendent, Northamptonshire Police

Strategic Delivery Manager, Northamptonshire Police

Deputy Chair of County Youth Panel, Northamptonshire Magistracy

Head of Service, Northamptonshire Probation Delivery Unit, East of England Probation Service

Assistant Director, Criminal Justice Mental Health, Northamptonshire Healthcare NHS Foundation Trust

Assistant Director, Children & Young People, Northamptonshire Healthcare NHS Foundation Trust

Interim Head of Community Safety West Northants Vicky Rockall

Head of Specialist Children's Services, Northamptonshire Healthcare NHS Foundation Trust

Service Manager for Youth Offending Services Northamptonshire Healthcare NHS Foundation Trust

Appendix 4 – Attendance Register

2021 / 2022 YOS Management Board Meetings Register of Attendance / Apologies

Name of Board Member	Meeting	Attended / Apologies	Meeting	Attended / Apologies	Meeting	Attended / Apologies	Meeting	Attended / Apologies	Meeting	Attended / Apologies	Meeting	Attended / Apologies
AnnMarie Dodds (Chair) Director of Children's Services, North Northamptonshire Council	21/04/2021	Not Chair of Board on 21/04/21	04/08/2021	Not Chair of Board on 04/08/21	03/11/2021	Not Chair of Board on 03/11/21	07/12/2021 ExtraOrdry	Not Chair of Board on 07/12/21	24/02/2022	Tentative due to Full Council Meeting	05/04/2022 Extraordinary	Attended
Cathi Hadley (Chair) Director of Children's Services, North Northamptonshire Council	21/04/2021	Attended as Chair	04/08/2021	Attended	03/11/2021	Apologies	07/12/2021 ExtraOrdry	Attended	24/02/2022	No Longer Attends	05/04/2022 ExtraOrdry	No Longer Attends
Debbie Lloyd, (Chair / Member), Assistant Director, NCT Children & Family Support & Youth Offending Service	21/04/2021	Attended as Member	04/08/2021	Attended as Member	03/11/2021	Attended as Chair	07/12/2021 ExtraOrdry	Attended as Member	24/02/2022	Attended as Chair	05/04/2022 ExtraOrdry	Attended as Member
Carolyn Sanders (Minutes) (NCT)	21/04/2021	Attended	04/08/2021	Attended	03/11/2021	Attended	07/12/2021 ExtraOrdry	Apologies	24/02/2022	Attended	05/04/2022 ExtraOrdry	Attended
Diana Beldeanu (Minutes) (NCT)	21/04/2021	Apologies	04/08/2021	Apologies	03/11/2021	Apologies	07/12/2021 ExtraOrdry	Attended	24/02/2022	No Longer Attends	05/04/2022 ExtraOrdry	No Longer Attends
Abdu Mohiddin, Public Health Principal, North Northamptonshire Council	21/04/2021	Not a member on 21/04/21	04/08/2021	Not a member on 04/08/21	03/11/2021	Apologies	07/12/2021 ExtraOrdry	Attended	24/02/2022	Apologies	05/04/2022 ExtraOrdry	Attended
Adam Smith, Assistant Director, Criminal Justice Mental Health, NHFT	21/04/2021	Apologies	04/08/2021	Apologies	03/11/2021	Attended	07/12/2021 ExtraOrdry	Apologies	24/02/2022	Apologies	05/04/2022 ExtraOrdry	Apologies
Amanda Robinson, Deputy Chair of County Youth Panel, Northamptonshire Magistracy	21/04/2021	Not a member on 21/04/21	04/08/2021	Not a member on 04/08/21	03/11/2021	Not a member on 03/11/21	07/12/2021 ExtraOrdry	Not a member on 07/12/21	24/02/2022	Attended	05/04/2022 ExtraOrdry	Attended
Barbara Kewn, North Northamptonshire Council	21/04/2021	Not a member on 21/04/21	04/08/2021	Not a member on 04/08/21	03/11/2021	Apologies	07/12/2021 ExtraOrdry	Apologies	24/02/2022	Apologies	05/04/2022 ExtraOrdry	Apologies
Chris Kiernan, Interim DCS, WNC, Children, Families & Education	21/04/2021	Not a member on 21/04/21	04/08/2021	Not a member on 04/08/21	03/11/2021	Not a member on 03/11/21	07/12/2021 ExtraOrdry	Not a member on 07/12/21	24/02/2022	Attended	05/04/2022 ExtraOrdry	Apologies
Claire Gibson, Head of Specialist Children's Services, NHFT	21/04/2021	Apologies	04/08/2021	Apologies	03/11/2021	Apologies	07/12/2021 ExtraOrdry	Apologies	24/02/2022	Attended	05/04/2022 ExtraOrdry	Attended
Claire O'Keeffe, Head of Service, Youth Offending Service	21/04/2021	Attended	04/08/2021	Attended	03/11/2021	Attended	07/12/2021 ExtraOrdry	Attended	24/02/2022	Attended	05/04/2022 ExtraOrdry	Attended
Cllr Fiona Baker, Lead Member for Children's Services, West Northamptonshire Council	21/04/2021	Attended	04/08/2021	Apologies	03/11/2021	Attended	07/12/2021 ExtraOrdry	Attended	24/02/2022	Attended	05/04/2022 ExtraOrdry	Attended
Cllr Scott Edwards, Lead Member for Children's Services, North Northamptonshire Council	21/04/2021	Not a member on 21/04/21	04/08/2021	Not a member on 04/08/21	03/11/2021	Attended	07/12/2021 ExtraOrdry	Apologies	24/02/2022	Apologies	05/04/2022 ExtraOrdry	Attended
Colin Cross, NCT Board Member	21/04/2021	Not a member on 21/04/21	04/08/2021	Not a member on 04/08/21	03/11/2021	Not a member on 03/11/21	07/12/2021 ExtraOrdry	Not a member on 07/12/21	24/02/2022	Apologies	05/04/2022 ExtraOrdry	Apologies

2021 / 2022 YOS Management Board Meetings Register of Attendance / Apologies

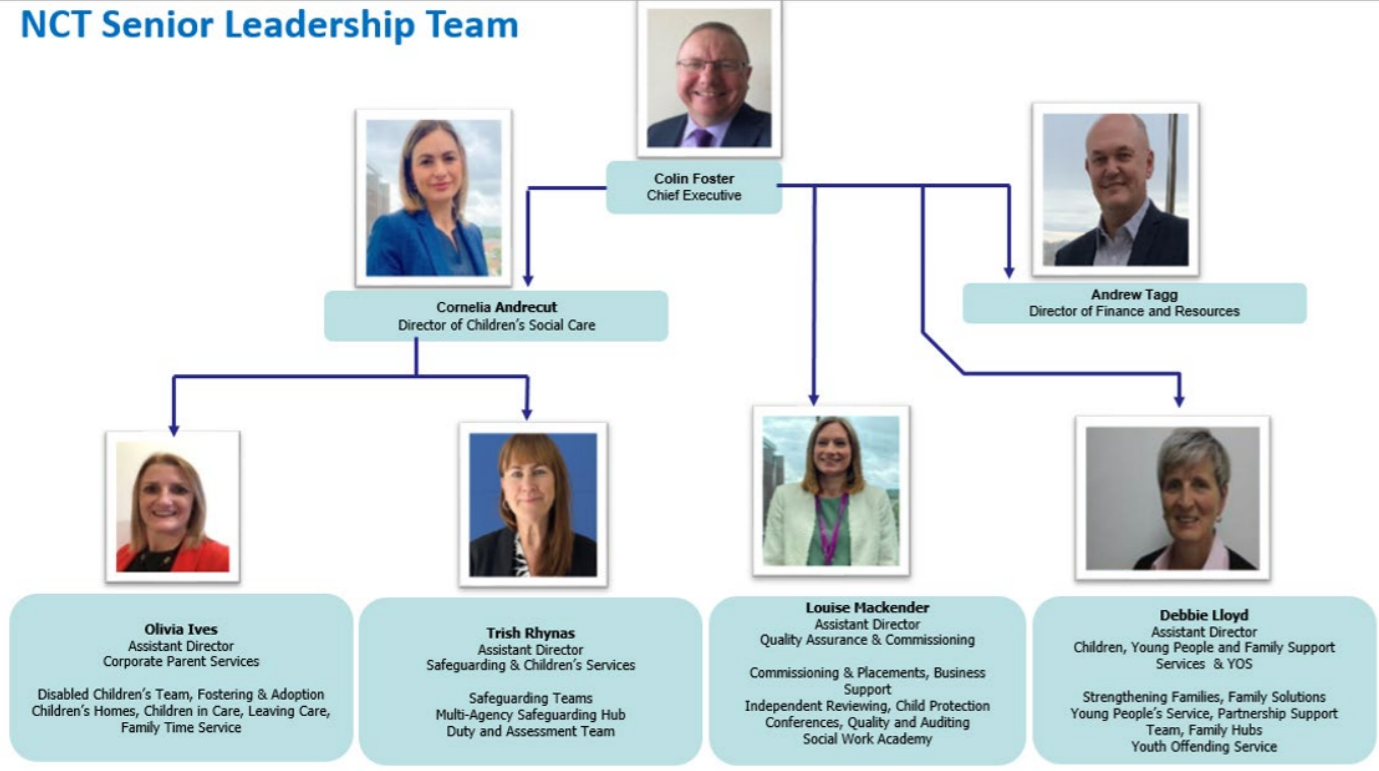
Colin Foster, Chief Executive, NCT	21/04/2021	Not a member on 21/04/21	04/08/2021	Apologies	03/11/2021	Apologies	07/12/2021 ExtraOrdry	Apologies	24/02/2022	Apologies	05/04/2022 ExtraOrdry	Apologies
Daniel Knight, Senior Performance & Systems Analyst, Youth Offending Service	21/04/2021	Apologies	04/08/2021	Attended	03/11/2021	Apologies	07/12/2021 ExtraOrdry	Apologies	24/02/2022	Attended	05/04/2022 ExtraOrdry	Apologies
Danielle Mill (representing Kate North, Probation Service)	21/04/2021	Not a member on 21/04/21	04/08/2021	Not a member on 04/08/21	03/11/2021	Attended	07/12/2021 ExtraOrdry	Apologies	24/02/2022	Apologies	05/04/2022 ExtraOrdry	Apologies
Dave Lawson, Supt, Northamptonshire Police	21/04/2021	Attended	04/08/2021	Attended	03/11/2021	Apologies	07/12/2021 ExtraOrdry	No Longer Attends	24/02/2022	No Longer Attends	05/04/2022 ExtraOrdry	No Longer Attends
Douglas Charlton, Head of Northamptonshire Local Delivery Unit, National Probation Service (Southeast and Eastern Division)	21/04/2021	Apologies	04/08/2021	No Longer Attends	03/11/2021	No Longer Attends	07/12/2021 ExtraOrdry	No Longer Attends	24/02/2022	No Longer Attends	05/04/2022 ExtraOrdry	No Longer Attends
John Baker, Chair of County Youth Panel, Northamptonshire Magistracy	21/04/2021	Attended	04/08/2021	Attended	03/11/2021	Attended	07/12/2021 ExtraOrdry	Attended	24/02/2022	Attended	05/04/2022 ExtraOrdry	No Longer Attends
Kate North, Head of Service, Northamptonshire PDU, East of England Probation Service	21/04/2021	Attended	04/08/2021	Apologies	03/11/2021	Apologies	07/12/2021 ExtraOrdry	Attended	24/02/2022	Apologies	05/04/2022 ExtraOrdry	Attended
Leanne Tomlinson, Area Manager, Youth Offending Service	21/04/2021	Apologies	04/08/2021	Apologies	03/11/2021	Attended	07/12/2021 ExtraOrdry	Apologies	24/02/2022	Attended	05/04/2022 ExtraOrdry	Attended
Lisa Griffiths, Named Nurse for Children in Care, Service Manager for YOS NHFT	21/04/2021	Not a member on 21/04/21	04/08/2021	Attended	03/11/2021	Attended	07/12/2021 ExtraOrdry	Apologies	24/02/2022	Attended	05/04/2022 ExtraOrdry	Apologies
Mamps Gill, Head of Innovation and Engagement (Midlands), Youth Justice Board	21/04/2021	Not a member on 21/04/21	04/08/2021	Not a member on 04/08/21	03/11/2021	Not a member on 03/11/21	07/12/2021 ExtraOrdry	Not a member on 07/12/21	24/02/2022	Attended	05/04/2022 ExtraOrdry	Attended
Marie Peden, Deputy Director, Beds, Northants, Cambs & Herts Community, Rehab Co Ltd, (Bench CRC)	21/04/2021	Apologies	04/08/2021	No Longer Attends	03/11/2021	No Longer Attends	07/12/2021 ExtraOrdry	No Longer Attends	24/02/2022	No Longer Attends	05/04/2022 ExtraOrdry	No Longer Attends
Mark Johnstone, Area Manager, Youth Offending Service	21/04/2021	Attended	04/08/2021	Attended	03/11/2021	Attended	07/12/2021 ExtraOrdry	Apologies	24/02/2022	Attended	05/04/2022 ExtraOrdry	Apologies
Nicci Marzec, Director for Early Intervention, Office of Northamptonshire Police & Crime Commissioner	21/04/2021	Attended	04/08/2021	Attended	03/11/2021	Attended	07/12/2021 ExtraOrdry	Attended	24/02/2022	Attended	05/04/2022 ExtraOrdry	Apologies
Patsy Richards, Public Health Principal, North & West Northamptonshire Council	21/04/2021	Apologies	04/08/2021	Attended	03/11/2021	Apologies	07/12/2021 ExtraOrdry	Attended	24/02/2022	Attended	05/04/2022 ExtraOrdry	Apologies
Rachel Hicklin, NHFT	21/04/2021	Apologies	04/08/2021	Apologies	03/11/2021	No Longer Attends	07/12/2021 ExtraOrdry	No Longer Attends	24/02/2022	No Longer Attends	05/04/2022 ExtraOrdry	No Longer Attends
Sarah Johnson, Prevention and Intervention Superintendent, Northamptonshire Police	21/04/2021	Not a member on 21/04/21	04/08/2021	Not a member on 04/08/21	03/11/2021	Not a member on 03/11/21	07/12/2021 ExtraOrdry	Not a member on 07/12/21	24/02/2022	Not a member on 24/02/22	05/04/2022 ExtraOrdry	Attended

2021 / 2022 YOS Management Board Meetings Register of Attendance / Apologies

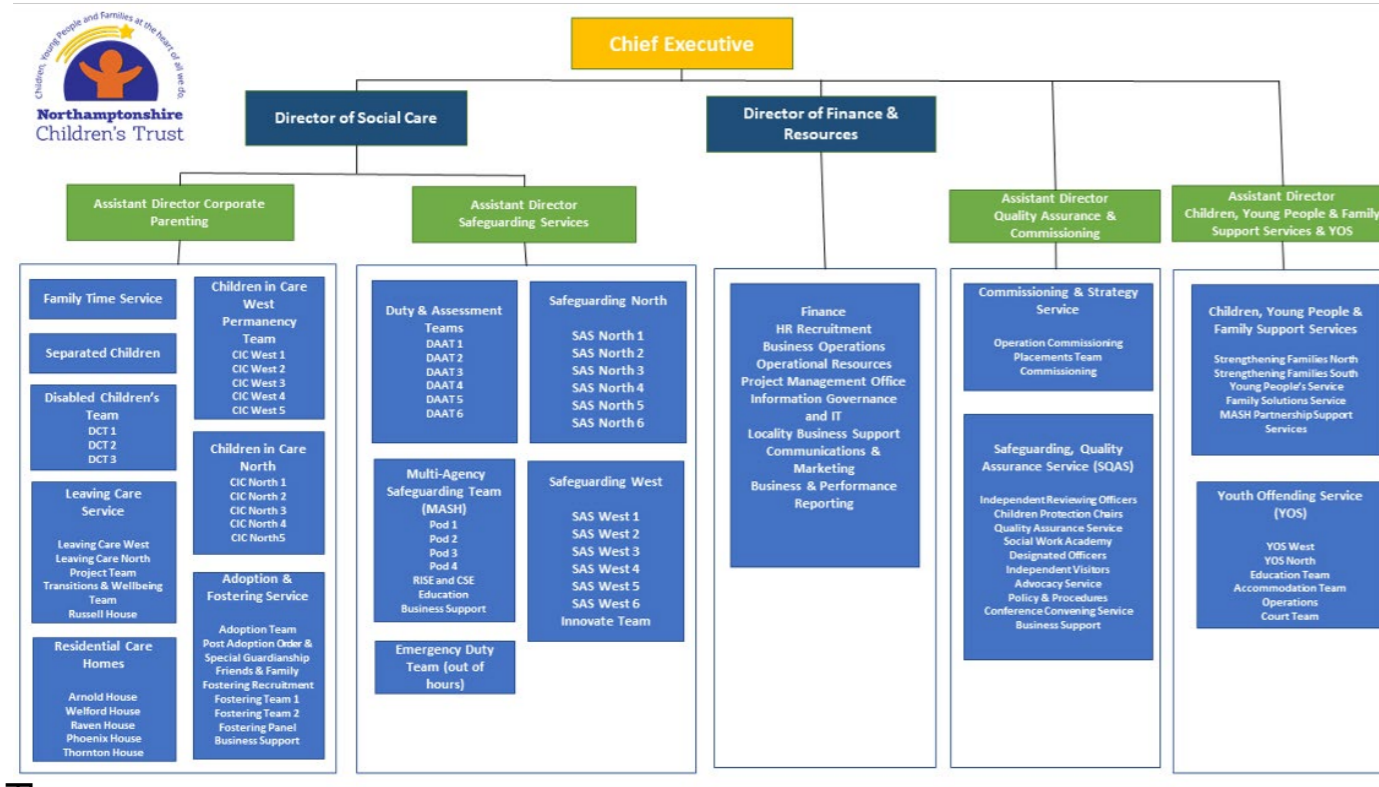
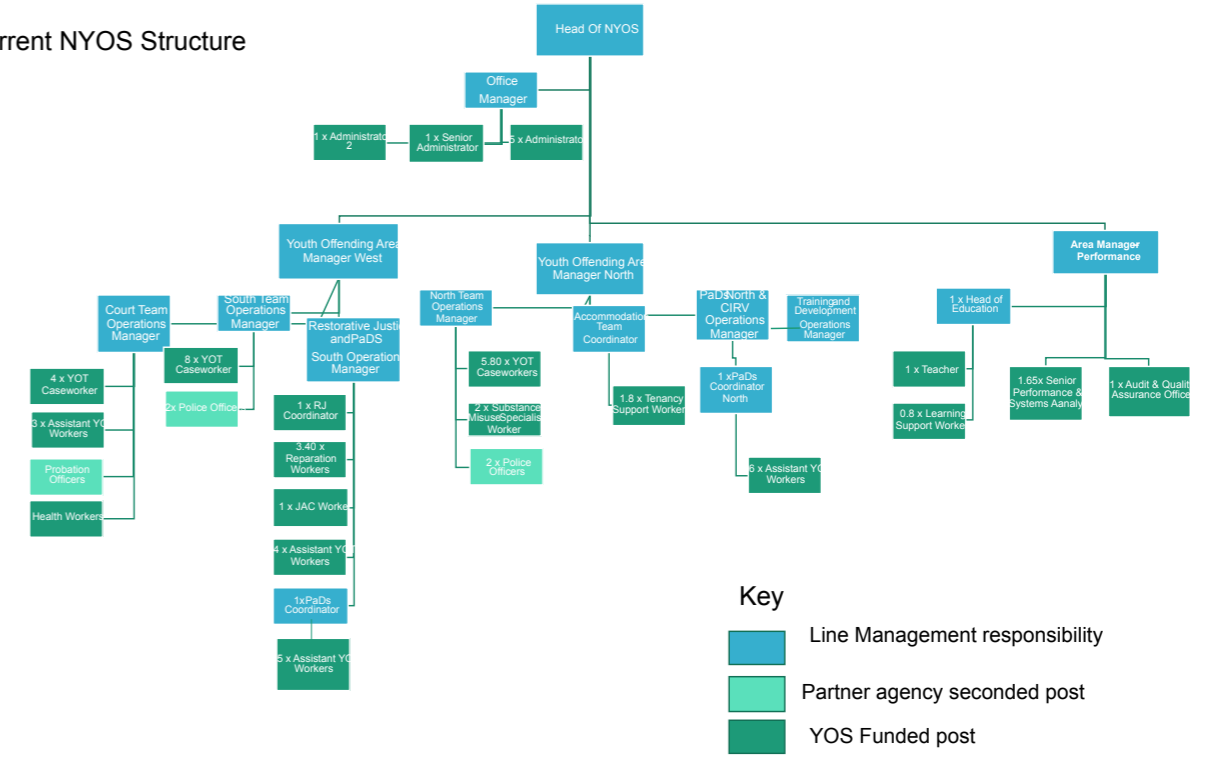
Sean Scannell, Strategic Delivery Manager, Northamptonshire Police	21/04/2021	Apologies	04/08/2021	Apologies	03/11/2021	Attended	07/12/2021 ExtraOrdry	Attended	24/02/2022	Attended	05/04/2022 ExtraOrdry	Attended
Sharon Robson, Assistant Director, Children & Young People, NHFT	21/04/2021	Attended	04/08/2021	Attended	03/11/2021	Apologies	07/12/2021 ExtraOrdry	Attended	24/02/2022	Apologies	05/04/2022 ExtraOrdry	Apologies

Appendix 5 – Service Structure Charts

NCT Senior Leadership Team



Current NYOS Structure



Appendix 6 - Northamptonshire Record of Ethnicity & Preferred Gender of Staff

Ethnicity/ Gender	Managers Strategic managers		Operational mangers		Practitioners		Administrative		Student		Volunteers		Total	
	F	M	F	M	F	M	F	M	F	M	F	M	F	M
Gender														
Asian					3	1							3	1
White	2		3	2	7	12	3	1	1		10	5	25	15
Black					3						1	1	4	1
Mixed					2	1							2	1
Other	2				2	2							2	2
Not Known														
													36	20

Appendix 7 – Post Court Mock Inspection Action Plan

August 2021 Post Court Mock Inspection Action Plan			
Ref:	Areas Requiring Improvement	Actions	June 2022 Update
1)	For Custody / Resettlement cases only: Is there sufficient planning and provision from custody to community with accommodation and ETE?	Review and revise Resettlement policy (priority area). Development of a specialist / lead role and Ops Manager to support allocated case managers for all Resettlement work.	A revised Resettlement policy (constructive resettlement) was introduced January 2022. Training to all staff has been delivered. Lead role introduced January 2022.
2)	Implementation and Delivery: Does the implementation and delivery of services sufficiently support the safety of other people?	Ensure services are utilised and referenced when implemented and delivered. Review staffing levels around victim's work.	Referral routes for Substance misuse services have been revised and communicated across the NYOS. Processes and management oversight has been re-visited for the ETE Blueprint. NYOS is working closely with NHFT colleagues to develop an integrated approach for our young people. A new victim worker is being actively recruited.
3)	Reviewing: Does reviewing focus sufficiently on keeping the young person safe?	Record clearly on Core+. Ensure CSE/Gang/self-assessment is reviewed at timely intervals (not just at change of circumstances). To review and revise CSE/Gang screening tool. Consider training options.	A new exploitation screening tool has been piloted within the NYOS and is now being rolled out. A 12-month training / development package for all staff is in place to upskill practitioners with a focus on trauma, ACE's, exploitation, disproportionality, and better engagement.

August 2021 Post Court Mock Inspection Action Plan

Ref:	Areas Requiring Improvement	Actions	June 2022 Update
4)	Reviewing: Does reviewing focus sufficiently on keeping other people safe?	Ensure CSE/Gang screening is reviewed at timely intervals (not just at change of circumstances). Strategic work with Police to enhance risk assessment. Consider training options.	As part of the training package we have included compliance and enforcement. We have also revised our intervention planning process to be more child friendly to ensure young people understand their commitments, possible consequences, and goals. NYOS are working with Police to enhance our risk assessments and promote timely intervention with QLIK software. Data exchanges are taking place.
5)	Oversight: Was there effective management oversight of case work?	Ensure management conversations are recorded on Core+ in a timely manner, including supervision sessions. Auditing changes will ensure support is more focussed.	We have made changes to our supervision and auditing processes i.e. a more targeted approach. This enables qualitative analysis and better feedback.

Appendix 8 - Common Youth Justice Terms

ACE	Adverse childhood experience. Events in the child's life that can have negative, long-lasting impact on the child's health, and life choices
AIM 2 and 3	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
ASB	Anti-social behaviour
AssetPlus	Assessment tool to be used for children who have been involved in offending behaviour
CAMHS	Child and adolescent mental health services
CCE	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
Children	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
Child First	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion
Child looked-after	Child Looked After, where a child is looked after by the local authority
CME	Child Missing Education
Constructive resettlement	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
Contextual safeguarding	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
Community resolution	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
EHCP	Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs
ETE	Education, training or employment

EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school
EOTAS	Education other than at school, children who receive their education away from a mainstream school setting
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
HMIP	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
JAC	Junior Attendance Centre
MAPP	Multi-agency public protection arrangements
MFH	Missing from Home
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them
OOCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
Outcome 22/21	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
Over-represented children	Appearing in higher numbers than the local or national average
RHI	Return home Interviews. These are interviews completed after a child has been reported missing
SLCN	Speech, Language and communication needs
STC	Secure training centre
SCH	Secure children's home
Young adult	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
YJS	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a child first approach
YOI	Young offender institution



West
Northamptonshire
Council

Overview and Scrutiny – Workforce Recruitment and Retention

**Ashley Leduc – Assistant Director
Commissioning and Performance**

September 2022

- Increased infection rates causing acute hospital pressure
- Average of 2,400 unmet home care hours
- Care Home prices escalating
- Significant strain on home care market
- Care staff agency hourly rates inflated and causing financial strain on providers
- Care agencies reporting difficulties in recruiting and retaining permanent care staff
- Staffing pressure due to mandatory vaccinations and staff isolating due to covid restrictions in place





- Engaged with the independent care market to understand the challenges
- Supported providers with BCP's
- Compiled staff agencies registers for use by providers
- Created the WNC Provider Hardship Fund
- Created the Workforce Recruitment and Retention Fund

What is the WRRF Scheme?

Aim:

- Support a sustainable, safe and well staffed care sector across WNC
- To avoid financial sustainability issues caused by rising agency costs
- To help staff to feel valued and to remain in the care sector
- To encourage genuine new people into the care sector



WRRF Grant	£985,166
WRRF 2 Grant	£1,818,769
WNC Contribution	£254,454
Sub-Total Available	£3,058,389

Criteria:

- Must be delivering CQC Regulated Activity
- Must be employed between 23rd December 2021 and 31st March 2022 (Retention Bonus)
- Must be new into the care sector before 28th February 2022 and work at least until 31st March 2022 (Recruitment Bonus)
- Payment can only be made once per employee
- Paid on a pro rata basis calculated on average hours worked

Was the scheme a success?

What went well:

- The Scheme generated 383 new recruits
- 4,830 existing staff received the bonus payment
- 88% of all providers signed up to the scheme
- £3m distributed to carers in West Northamptonshire

"This bonus has helped at a time when the cost of living has risen sharply so the additional money will really help"



What could have been better?

- The scheme caused upset to those staff who did not qualify due to the work activity that they undertake
- Communications could have been clearer to staff
- There was insufficient pre launch engagement with providers
- Provider applications to the scheme were slow and last minute, and payments have continued to be made beyond the end date of the scheme
- NNC changed the allocation rules mid-way through the scheme



West
Northamptonshire
Council

Internal Recruitment and Workforce

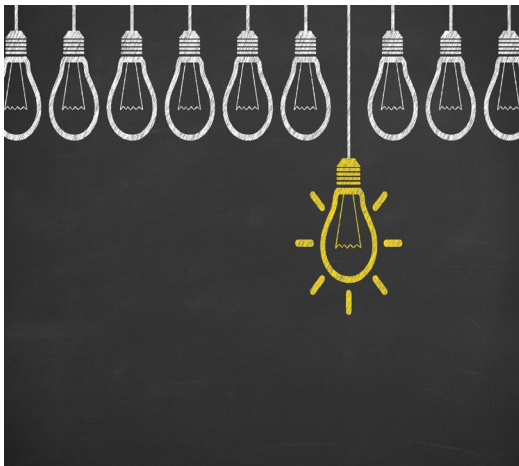
- **Care homes/day services/domiciliary care**
- June 2022 - 62.3 FTE vacancies
- September 2022 – 53.2 FTE total vacancies
 - 36.2 FTE care and support roles



SCC's and reablement

- Both hospital pathways have undergone significant transformation in preparation for winter.
- Targeted recruitment campaigns have been successful with 8 Reablement Support Officers recruited in the last week
- 30 applications received for the roles at Turn Furlong with interviews taking place during September

- The introduction of £10 per hour from 1st April 2022 has stabilised the number of vacancies in direct care roles
- The £600 WRRF payment did reduce the number of leavers per month
- Average leavers per month pre Dec 2021 – 5.25 people
- Average leavers Jan 22 – March 22 – 3.66 people

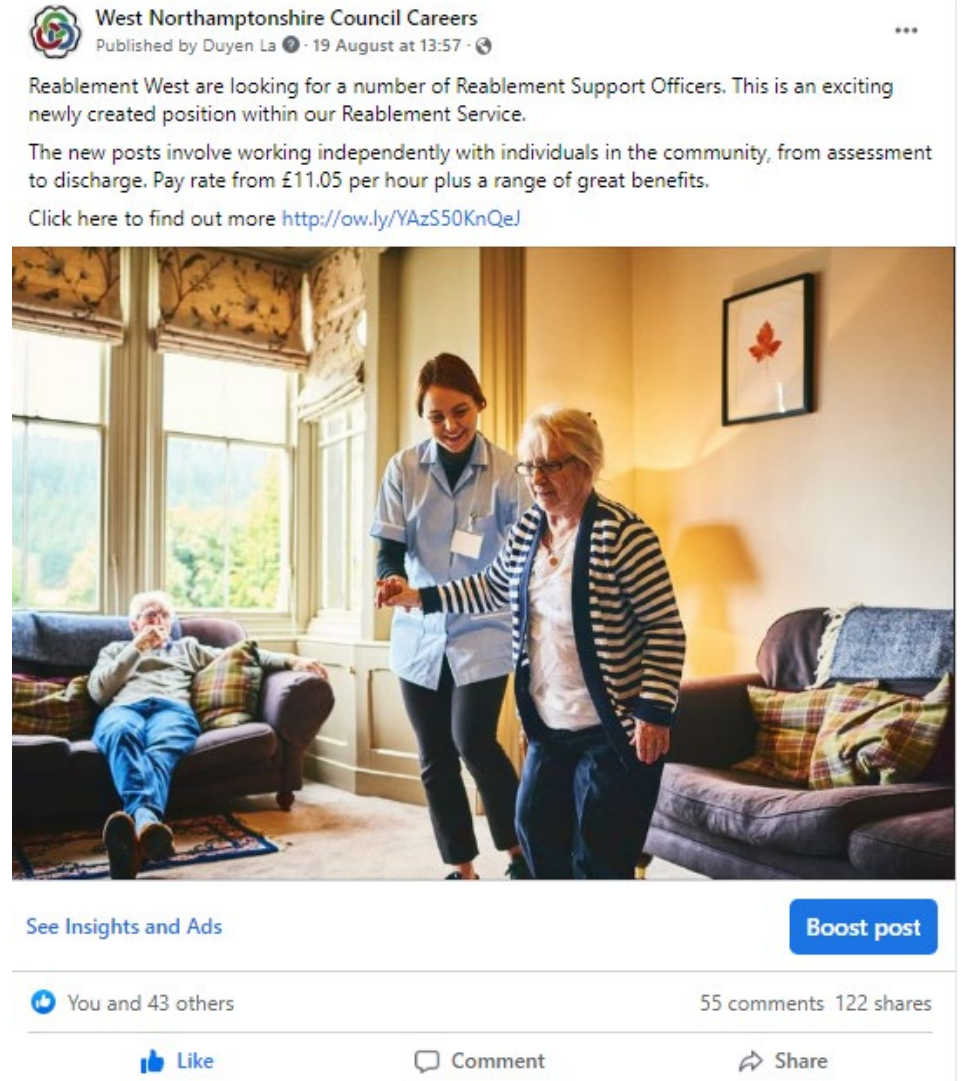


Recruitment campaign – All in a days work

- There has been a 19.9% increase in job applications for care and support roles since the introduction of the £10 per hour pay rate

Care & Support Worker applications	Feb – 70	May– 119	19.9% increase
	March – 165	June – 175	
	April – 127	July - 140	
	Total - 362	Total - 434	

- Activities undertaken by the recruitment team
- A [landing page](#) which all social media (paid for and organic) directs people to
- An ongoing social media Pay Per Click campaign on Facebook and Instagram,
- Resourcing screen all applicants that come in via the social media ads and sent them to Service Managers to book in for interview. (we do ask for feedback so we can measure the success of this but often don't get it)
- Social media posts on the WNC Careers Facebook page about jobs in Reablement & Provider Services with content like [this](#)
- Ads on various job boards (Indeed, NHS Jobs, DWP, UoN) and linking to the DHSE care worker recruitment campaign.
- Offline, we have banners put up at our care services, digital display ads, posters and leaflets, and massive ads on the side of buses across the county which ran in January – February 22.
- We attend Job Centre recruitment events and job fairs and Service Managers held monthly drop-in days at services for anyone interested in finding out about our carer vacancies.
- We liaise with all local Job Centres regularly about vacancies in social care in WNC



West Northamptonshire Council Careers
Published by Duyen La · 19 August at 13:57 · 🌐

Reablement West are looking for a number of Reablement Support Officers. This is an exciting newly created position within our Reablement Service.

The new posts involve working independently with individuals in the community, from assessment to discharge. Pay rate from £11.05 per hour plus a range of great benefits.

Click here to find out more <http://ow.ly/YAzS50KnQeJ>

See Insights and Ads [Boost post](#)

You and 43 others 55 comments 122 shares

Like Comment Share

- **Adult Services (not eligible for WRRF)**
- June 2022 - 38.32 FTE vacancies
- September 2022 – 46.5 FTE total vacancies
 - 18 FTE social worker vacancies

Commissioning, brokerage and financial services

- June 2022 – 16.5 FTE vacancies
- September 2022 – 12 FTE vacancies

West Northamptonshire Council

People Overview and Scrutiny Committee Work Programme

	Topic identified and scheduled
	Topic identified but not yet scheduled
	Topic completed

Topic	Proposed purpose	Date of Committee meeting	Cabinet Member / Executive Director / other senior leader	Task and Finish Group	Comments
Integrated Care across Northamptonshire (iCAN)	The Committee to scrutinise progress made with the development of iCAN and the position on key risk factors.	21 September 2021 – A task and finish panel has been set up and will conclude its review in 2022/23	Executive Director Adults, Communities and Wellbeing	Yes	The task and finish panel will meet 6 times from January 2022 to April 2023, aligned to iCAN contract gateway review points, to scrutinise delivery of iCAN programme outcomes.
Adult Social Care social worker recruitment and retention	The Committee to scrutinise the latest position, focussing on posts supporting the delivery of statutory social care services.	15 September 2022	Executive Director Adults, Communities and Wellbeing Cabinet Member for Adult Care, Wellbeing and Health Integration	No	
Special educational needs and disability (SEND) support	The Committee to consider an update on the development of SEND support, to include performance against the timescale for completing Education, Health and Care Plan assessments.	15 September 2022	Director of Children’s Services Cabinet Member for Children, Families and Education	No	
Healthwatch West Northamptonshire work in 2021/22	The Committee to invite Healthwatch West Northamptonshire to give an	To be confirmed	Healthwatch West Northamptonshire representatives	No	The Committee proposed to scrutinise this topic on 25 April 2022. A Healthwatch

Topic	Proposed purpose	Date of Committee meeting	Cabinet Member / Executive Director / other senior leader	Task and Finish Group	Comments
	overview of issues identified through its work in 2021/22.				Northamptonshire (HWN) representative was not able to attend on this date. HWN has proposed that this topic could be best scheduled following publication of HWN's Annual Report for 2021/22 on 30 June 2022.
Task and finish scrutiny review: child and adolescent mental health and the risk of self-harm	To approve the final report of the scrutiny review.	25 October 2022	NA	Yes	The scrutiny panel is meeting during January – August 2022 in order to deliver the agreed purpose of the scrutiny review.
Housing Solutions Transformation Plan	The Committee to consider an overview of the transformation plan for the Housing Solutions function	25 October 2022	Director of Communities & Opportunities	No	
Communities & Opportunities Directorate key contracts and delivery plans	The Committee to consider the Directorate's key contracts and associated delivery plans	To be confirmed – 25 October 2022 suggested	Director of Communities & Opportunities	No	The Committee agreed at its meeting on 21 June 2022 to request further information about this potential item of business to enable it to confirm whether to proceed with scrutiny.
School performance	The Committee to invite the Regional Director to discuss school performance in relation to academy schools in West Northamptonshire.	To be confirmed – potentially 25 October 2022 / 8 December 2022	Director of Children's Services Cabinet Member for Children, Families and Education	No	The Committee has sought to schedule this item earlier in 2022 but the Regional Schools Commissioner (retitled Regional Director from mid-2022) could not

Topic	Proposed purpose	Date of Committee meeting	Cabinet Member / Executive Director / other senior leader	Task and Finish Group	Comments
					attend the Committee meetings on 25 April, 21 June or 15 September 2022.
Housing Allocation Policy	The Committee to consider the Housing Allocation policy for West Northamptonshire.	8 December 2022	Director of Communities & Opportunities	No	
Sports and Leisure needs assessment	The Committee to consider the needs assessment for sports and leisure provision in West Northamptonshire.	To be confirmed – 8 December 2022 suggested	Director of Communities & Opportunities	The Committee has previously identified wider issues relating to sports and leisure provision as a potential topic for an in-depth scrutiny review.	
West Northamptonshire Anti-Poverty Strategy	The Committee to scrutinise the outcomes delivered by the Anti-Poverty Strategy in the first year after it is adopted.	To be confirmed – subject to the timing of the Anti-Poverty Strategy Annual Report.	Executive Director Adults, Communities and Wellbeing Cabinet Member for Adult Care, Wellbeing and Health Integration	No	The Committee will seek to scrutinise the substance of the Annual Report two months before it is presented to Full Council.
Debt and Money Advice Transformation Project	The Committee to provide scrutiny input into the development and deliver of the Transformation project.	To be confirmed	Director of Communities & Opportunities	No	The Committee agreed at its meeting on 21 June 2022 to add the Transformation Project to the work programme to allow further scrutiny in future.

Topic	Proposed purpose	Date of Committee meeting	Cabinet Member / Executive Director / other senior leader	Task and Finish Group	Comments
Provision of free broadband to young people leaving local authority care.	The Committee to provide scrutiny input into the potential development of proposals by West Northamptonshire Council.	To be confirmed	Cabinet Member for Children, Families and Education	To be confirmed	The Full Council meeting on 23 September 2021 referred a motion on this topic to the Committee, to consider the issues involved.
Rough sleeping	The Committee to provide scrutiny input on responses to rough sleeping in West Northamptonshire.	To be confirmed	Executive Director Adults, Communities and Wellbeing Cabinet Member for Housing, Culture and Leisure	To be confirmed	The Committee has identified the following potential focus areas for scrutiny: <ul style="list-style-type: none"> the potential to continue to apply the principles of the 'everyone in' approach used during the COVID-19 pandemic severe weather shelter provision.
Support for people living with dementia	The Committee to scrutinise how well people living with dementia are supported in West Northamptonshire.	To be confirmed	Executive Director Adults, Communities and Wellbeing Cabinet Member for Adult Care, Wellbeing and Health Integration	To be confirmed	The Committee has identified that work on this topic might take as a starting point the response to the Northampton Borough Council scrutiny review on dementia-friendly communities.
Sports and leisure provision	Scrutiny of how West Northamptonshire Council works together with other service providers and community groups to provide the best overall offer to residents from all parts of the community.	To be confirmed – early 2022/23 originally suggested	Director of Communities & Opportunities	The Committee to consider setting up a task and finish panel to carry out an in-depth scrutiny review.	The Committee considers that this work could be an example of scrutiny on the wider theme of the community impact of Council services: looking at how the Council identifies needs, other support available in the community that help to meet

Topic	Proposed purpose	Date of Committee meeting	Cabinet Member / Executive Director / other senior leader	Task and Finish Group	Comments
					them, and can therefore focus resources to have the most impact.
Integrated Care System / Integrated Care across Northamptonshire (iCAN)	The Committee to receive an overview of the aims of the Northamptonshire ICS and iCAN, and plans for implementation.	20 July 2021	Executive Director Adults, Communities and Wellbeing	No	The Northamptonshire Integrated Care System is likely to be a continuing area for scrutiny in future.
Residential and nursing care for older people	The Committee to receive an overview of current provision and planning towards meeting future needs.	20 July 2021	Executive Director Adults, Communities and Wellbeing	No	
West Northamptonshire Anti-Poverty Strategy	The Committee to receive an update on progress with the development of the Strategy.	21 September 2021	Executive Director Adults, Communities and Wellbeing Cabinet Member for Adult Care, Wellbeing and Health Integration	No	
Northamptonshire children's services performance	The Committee to receive an update on the Ofsted monitoring visit in July 2021 that will focus on children with child protection plans and with children in need plans.	21 September 2021	Director of Children's Services Chief Executive, Children's Trust	No	
Residential and nursing care for older people	The Committee to scrutinise trends relating to performance and capacity of current care homes.	16 November 2021	Executive Director Adults, Communities and Wellbeing	No	

Topic	Proposed purpose	Date of Committee meeting	Cabinet Member / Executive Director / other senior leader	Task and Finish Group	Comments
			Cabinet Member for Adult Care, Wellbeing and Health Integration		
Adult Social Care transformation	The Committee to scrutinise outcomes from the implementation of the Adult Social Care Target Operating Model (TOM)	16 November 2021	Executive Director Adults, Communities and Wellbeing Cabinet Member for Adult Care, Wellbeing and Health Integration	No	
Northamptonshire children's services performance	The Committee to receive an update covering the following matters: <ul style="list-style-type: none"> • Additional measures to further improve recruitment and retention of social workers • Achieving consistently good quality practice for all children, supported by full implementation of the practice model Outcomes of the Ofsted monitoring visit due to take place in November 2021.	25 January 2022	Director of Children's Services Cabinet Member for Children, Families and Education Chief Executive, Children's Trust	No	
School improvement	The Committee to receive an overview of activity by West Northamptonshire Council to support school improvement.	25 January 2022	Director of Children's Services Cabinet Member for Children, Families and Education	No	
Special educational needs and disability (SEND) support and alternative provision	The Committee to receive an overview of SEND support and alternative provision (education outside school arranged by the local authority	25 January 2022	Director of Children's Services Cabinet Member for Children, Families and Education	No	

Topic	Proposed purpose	Date of Committee meeting	Cabinet Member / Executive Director / other senior leader	Task and Finish Group	Comments
	or schools) in West Northamptonshire.				
Healthwatch function	The Committee to receive a briefing paper giving an overview of the Healthwatch function in Northamptonshire.	25 January 2022	NA	No	
West Northamptonshire Anti-Poverty Strategy	The Committee to receive an update on progress with the adoption and implementation of the Strategy.	1 March 2022	Executive Director Adults, Communities and Wellbeing Cabinet Member for Adult Care, Wellbeing and Health Integration	No	
West Northamptonshire Council Housing Strategy	The Committee to provide scrutiny input in the developing Housing Strategy.	1 March 2022 – The Committee to hold a separate workshop-style session following its formal meeting.	Assistant Director Housing and Communities	No	
Northamptonshire children's services performance	The Committee to receive an update on performance against key targets and the continuing development of children's services.	21 June 2022	Chief Executive, Children's Trust	No	The Committee has also identified the way in which children's services contributes with other services to dealing with cross-cutting issues as a potential future topic for scrutiny.
Overview and Scrutiny Annual Report 2021/22	The Committee to consider the Annual Report on its activity in 2021/22, for submission to Full Council.	21 June 2022	NA	No	
West Northamptonshire Council Housing Strategy	The Committee to consider the outcomes of public	9 August 2022	Executive Director Adults, Communities and Wellbeing	A workshop style remote meeting will be used.	The Co-ordinating Overview and Scrutiny Group considered potential cross-

Topic	Proposed purpose	Date of Committee meeting	Cabinet Member / Executive Director / other senior leader	Task and Finish Group	Comments
– outcomes from public consultation	consultation on the proposed Strategy.		Cabinet Member for Housing, Culture and Leisure		cutting scrutiny topics on 22 March 2022. It agreed that scrutiny of the Housing Strategy should be open to members of all three Overview and Scrutiny committees.
West Northamptonshire Council Housing Strategy – draft Strategy	The Committee to carry out pre-decision scrutiny of the full draft Strategy.	9 August 2022	Executive Director Adults, Communities and Wellbeing Cabinet Member for Housing, Culture and Leisure	A workshop style remote meeting will be used.	The Co-ordinating Overview and Scrutiny Group considered potential cross-cutting scrutiny topics on 22 March 2022. It agreed that scrutiny of the Housing Strategy should be open to members of all three Overview and Scrutiny committees.

People Overview and Scrutiny Committee meeting dates in 2022/23

21 June 2022	8 December 2022
15 September 2022	21 February 2023
25 October 2022	24 April 2023