



July 2022

# Northamptonshire Youth Justice Plan

# 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

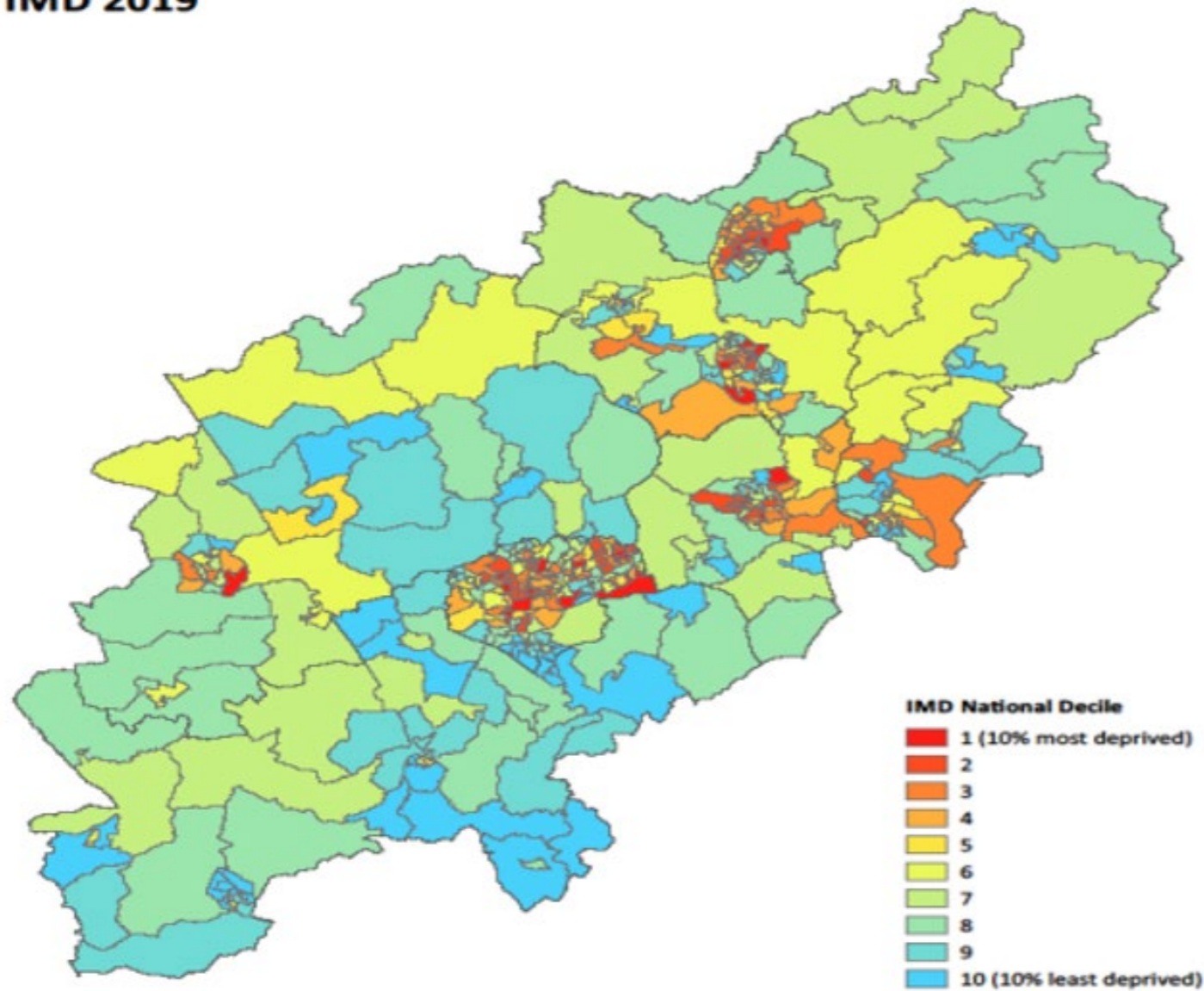
The partnership has been successful in improving key performance including the reduction in first time entrants though we see the impact of an increase in serious youth violence. Partners are committed to working together to ensure both risk and safeguarding is appropriately addressed and that all children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

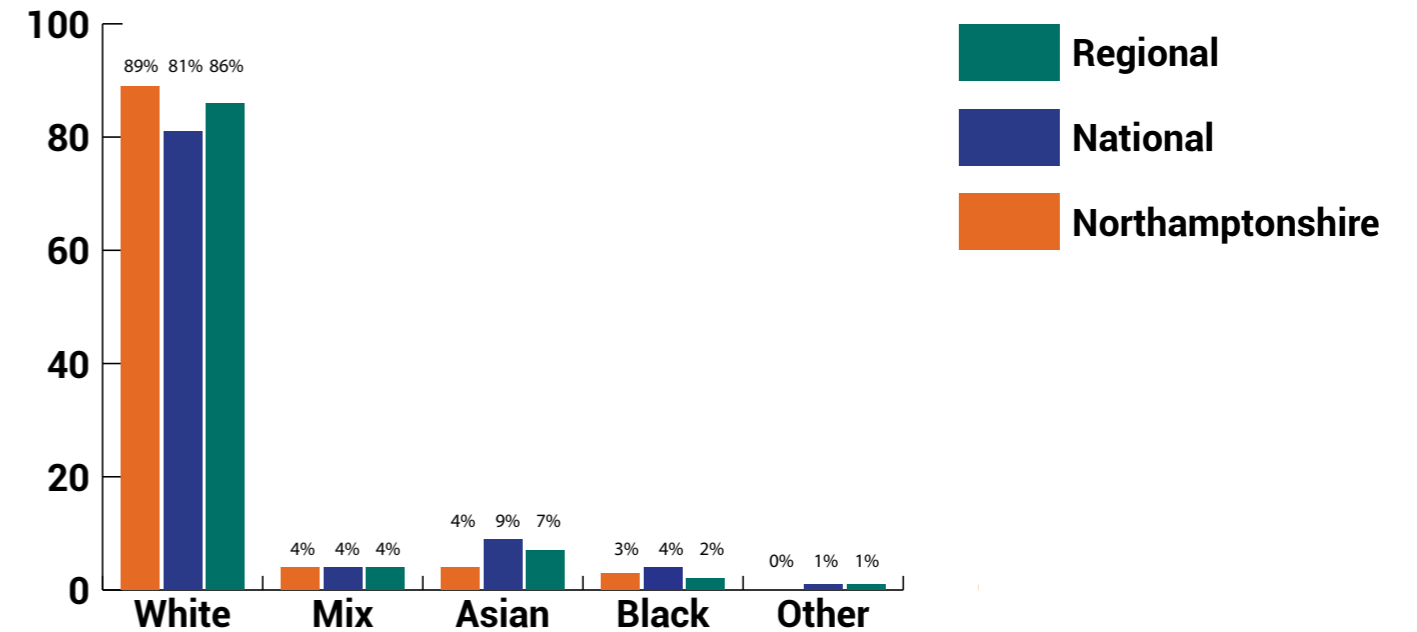
### Northamptonshire IMD 2019



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

## 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 <sup>1</sup>	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
<b>Total income</b>	£705,433	£1,563,205	£200,900	£31,974	£0	£80,000	£2,581,512

EXPENDITURE	Youth Justice Board <sup>1</sup>	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
<b>Total Expenditure</b>	£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><b>NI 19: Rate of Proven Reoffending by Young People in the Youth Justice System (Binary)</b></p> <p>Apr 2019 – Mar 2020: 29.7% Apr 2018 – Mar 2019: 30.9%</p> <p>No new data since last report</p>	<p><b>NI 19: Rate of Proven Reoffending by Young People in the Youth Justice System (Frequency)</b></p> <p>Apr 2019 – Mar 2020: 3.83 Apr 2018 – Mar 2019: 3.69</p> <p>No new data since last report</p>	<p><b>NI 111: First-time Entrants to Youth Justice System Aged 10 - 17 National PNC Rate per 100,000 pop</b></p> <p>Oct 20 – Sep21: 179 Oct 19 – Sep 20: 201</p>
<p><b>NI 43: Young People Receiving a Conviction in Court who are Sentenced to Custody</b></p> <p>2021/2022 Q1 to Q3: 0.14 2020/2021: 0.19 2019/2020: 0.09</p>		
<p><b>Remands to Custody Bed Nights Local Measure</b></p> <p>2021/2022 Q1 to Q4: 1215 2020/2021: 606 2019/2020: 971</p>	<p><b>NI 45: Engagement in Education, Training and Employment by Young People who offend</b></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><b>Number of Custodial Sentences Local YOS Tracking</b></p> <p>2021/2022 Q1 to Q4: 8 2020/2021: 13 2019/2020: 6</p>
		<p><b>NI 46: Access to suitable accommodation for Young People in the Youth Justice System</b></p> <p>2021/2022 Q1 to Q4: 100% 2020/2021: 99.1% 2019/2020: 98.7%</p>

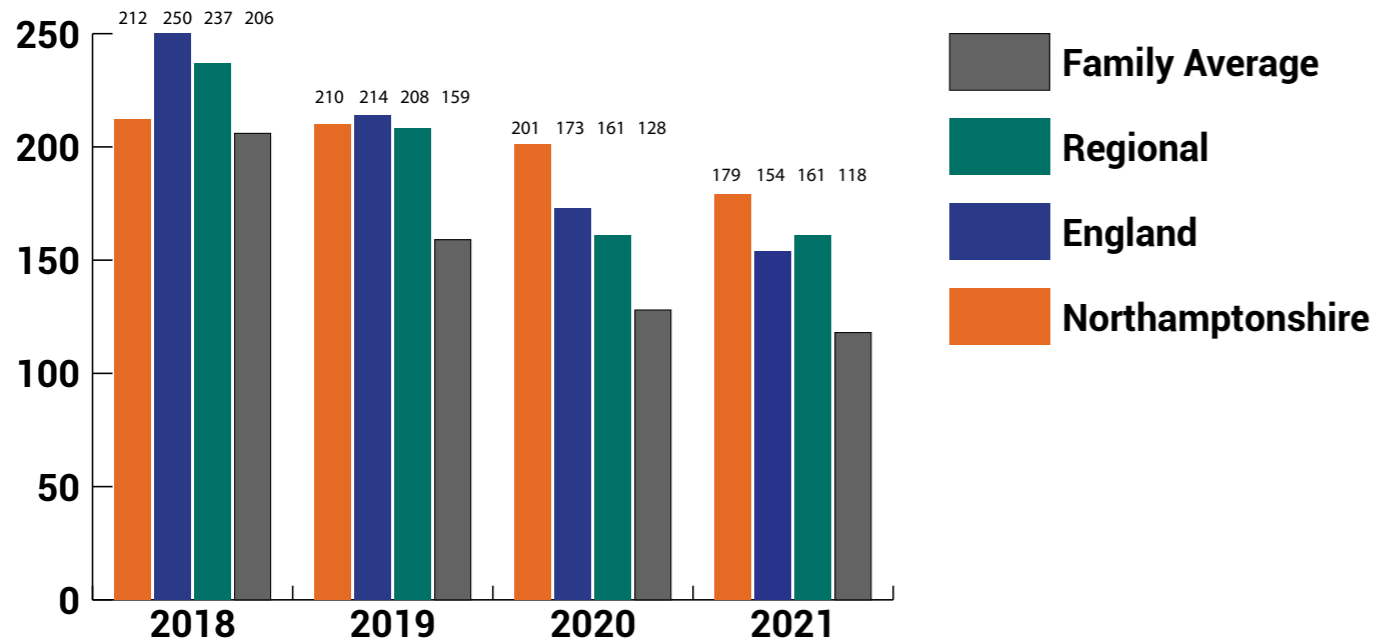
Please note the YJB has not been able to collect NI19 data following Covid. NI111 is measured using a national system and this the agreed period the YJB report on.

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

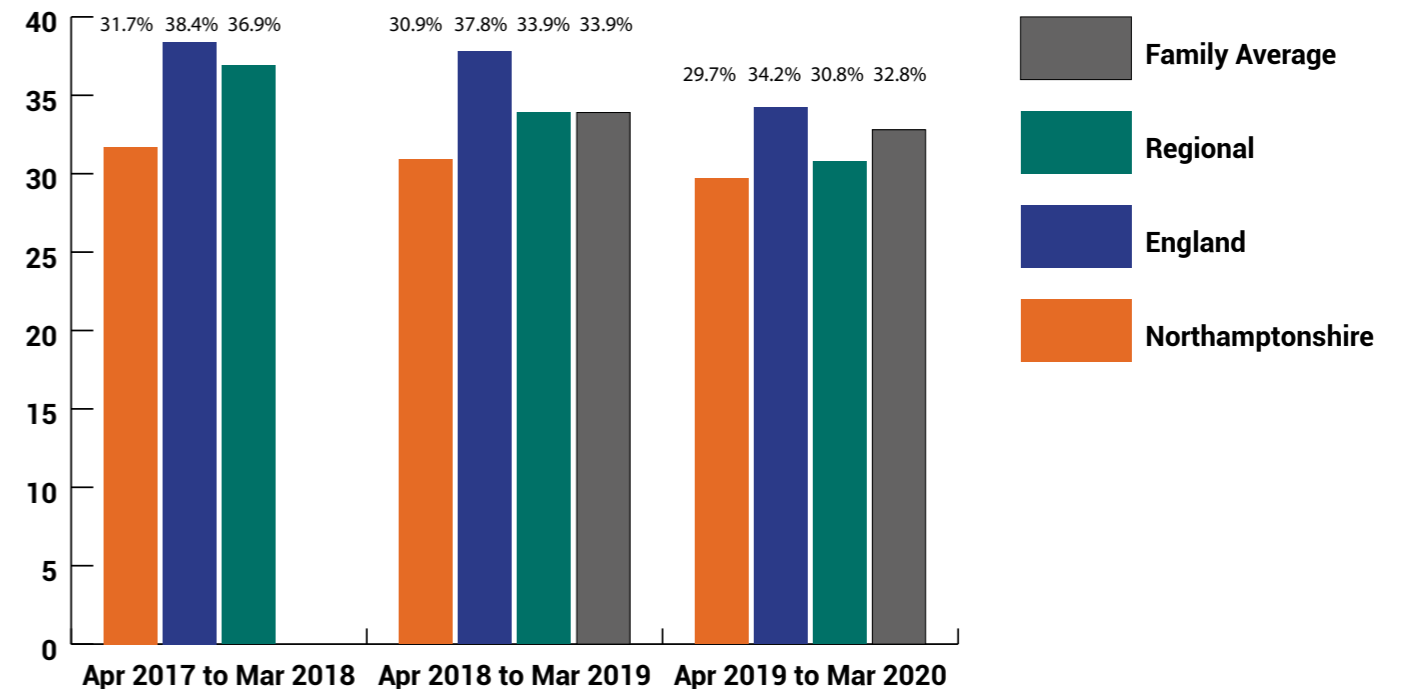


8.4. Wellingborough Pilot: NYOS are working in partnership with Northamptonshire's Police Intelligence Bureau utilising QLIK and reviewed 5 years FTE data (16/17 – 20/21). The aim of the Pilot is to reduce SYV and promote earlier intervention. The pilot uses existing referral pathways into CIRV to ensure 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

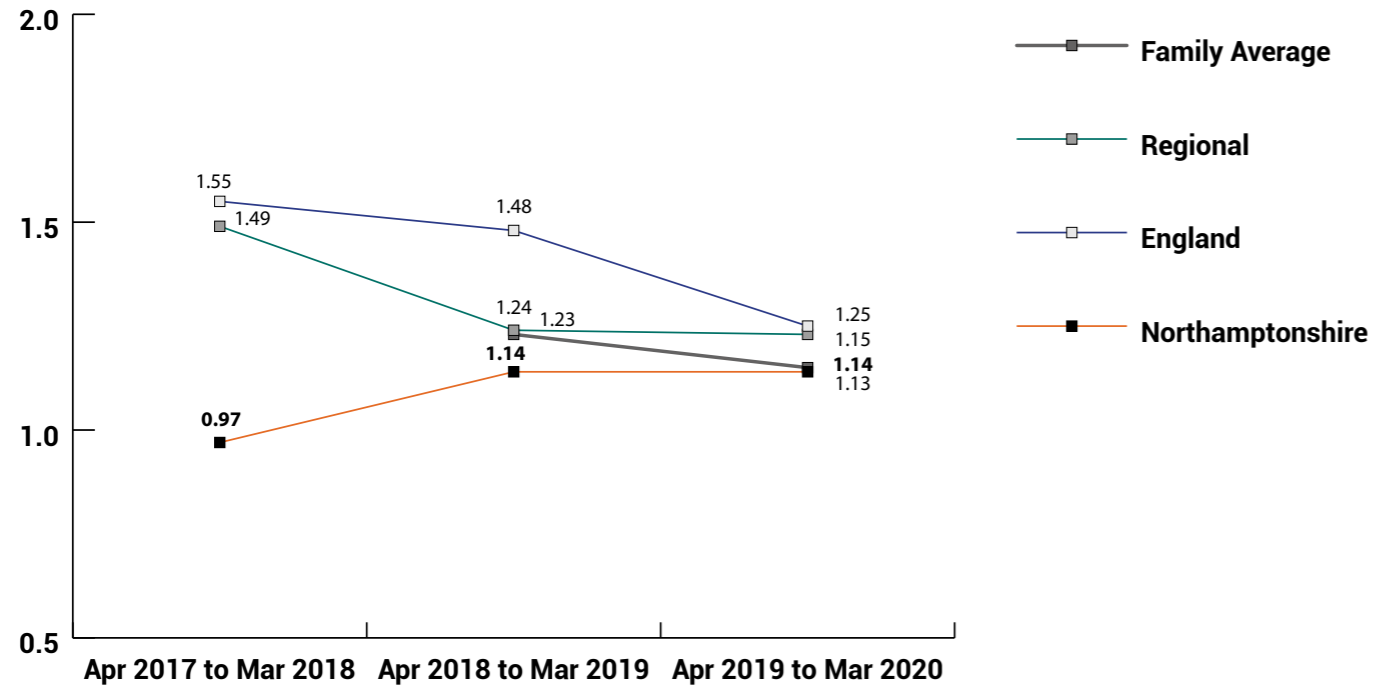
- 8.5. Reoffending rates in NYOS have positively declined, the YJB data below demonstrates that Northamptonshire Re-Offending rate of 29.7% is lower than England and Wales average of 34.2% and below the regional figure of 30.8%.
- 8.6. Northamptonshire performance in terms of the percentage of Young 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)

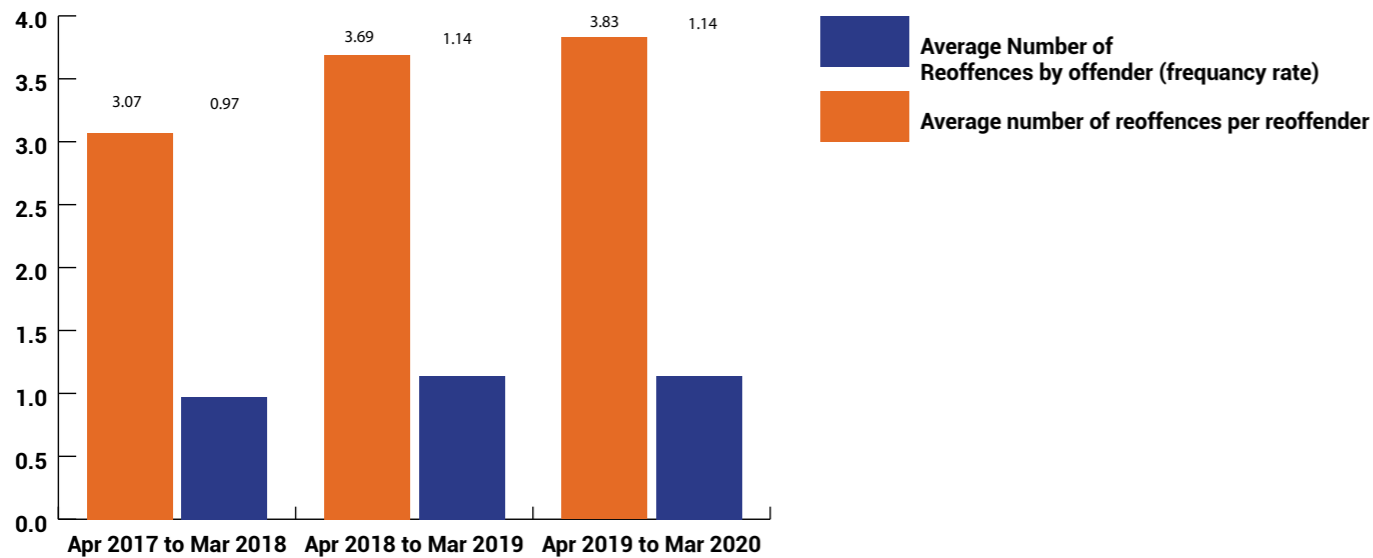




## Northamptonshire Reoffering PNC Cohort Frequency Measures



## 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

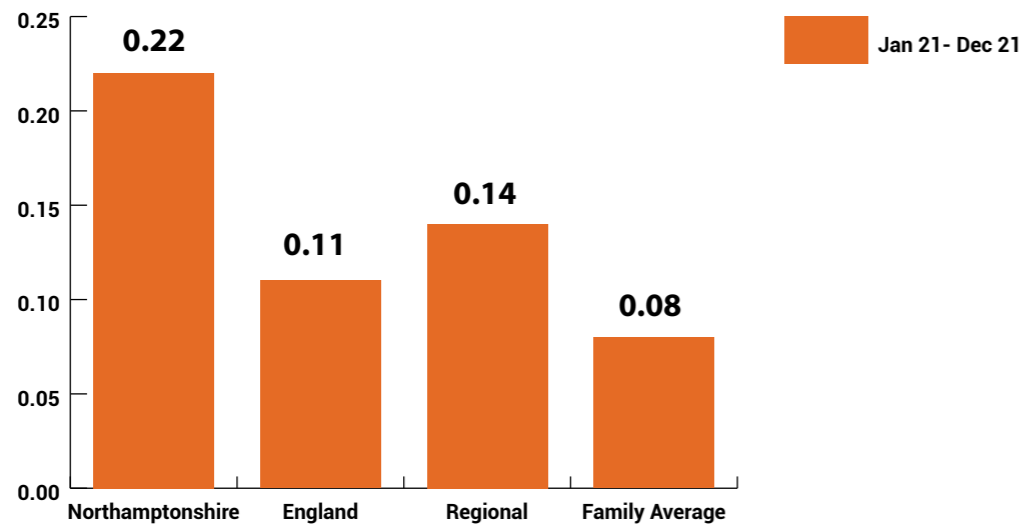
- 98 (37.4%) reduction in the number of people involved in occurrences
- 373 (22.8%) reduction in the volume of occurrences



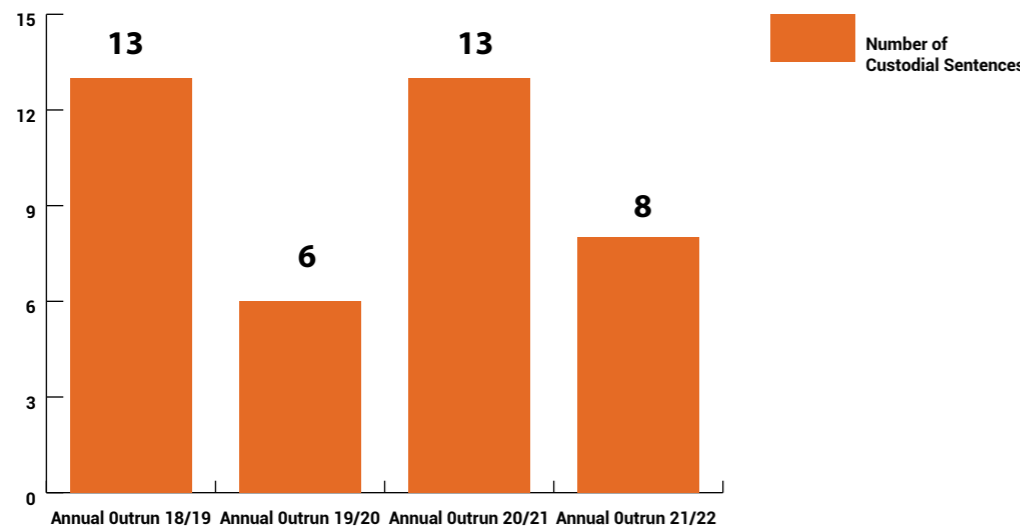
### Custodial Sentence Analysis

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**



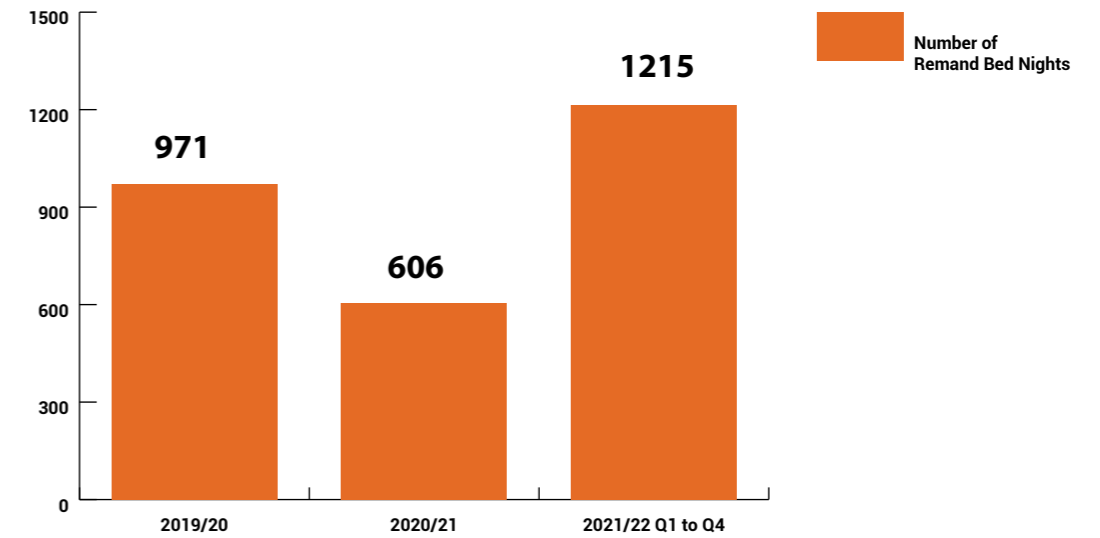
**Number of Custodial Sentences**



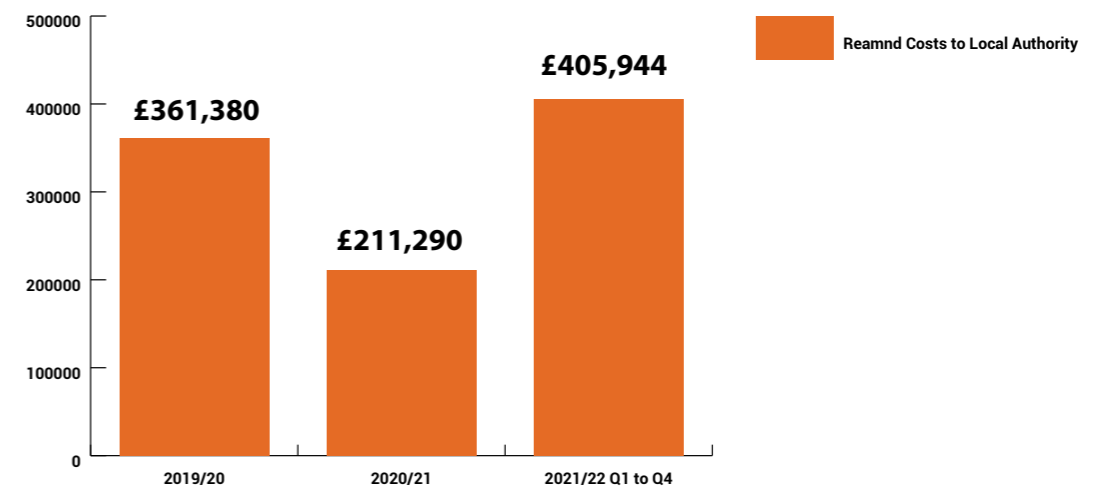
### Remand to Custody

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**



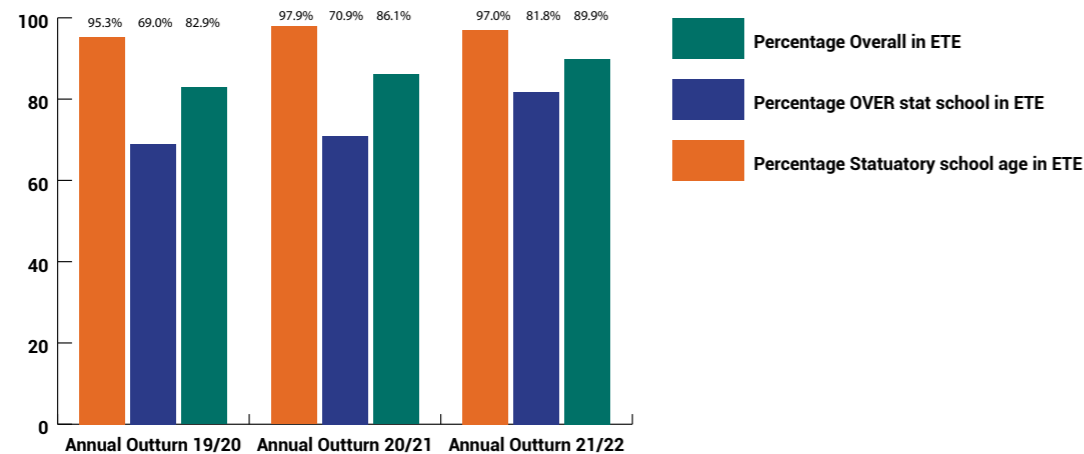
### Number of New Individual Remand Episodes



### 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

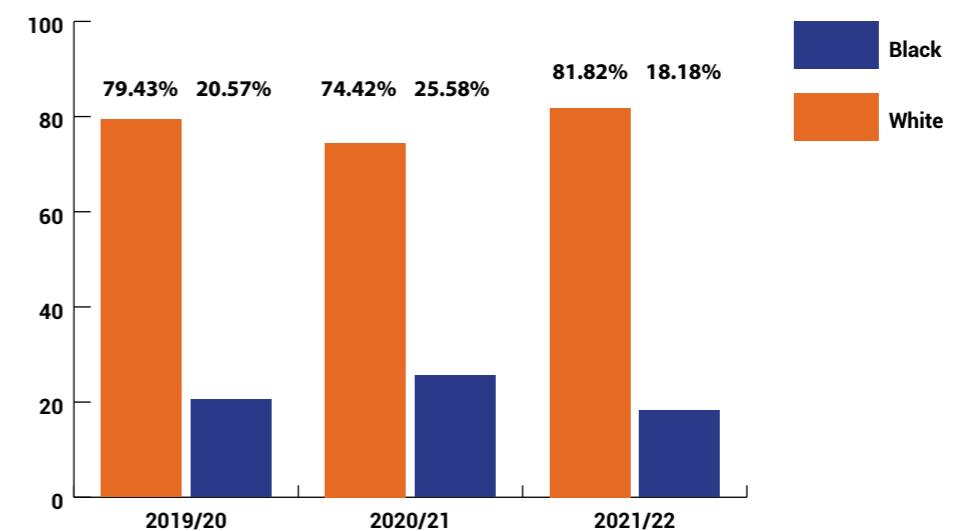
8.14. The ETE team have made good progress working with young People and partners. The results of this can be evidenced by the following:

- 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



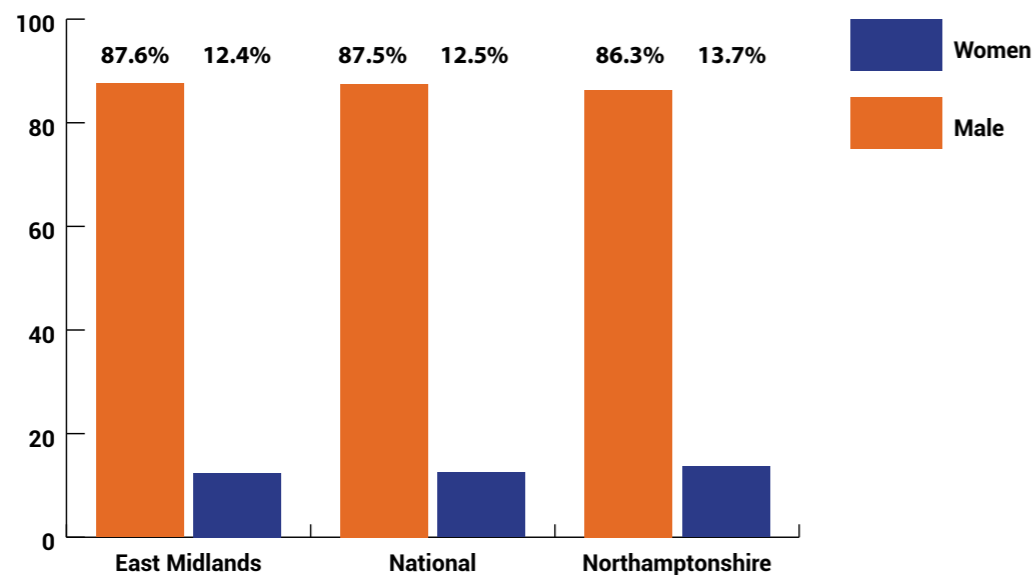
### Ethnicity

- 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

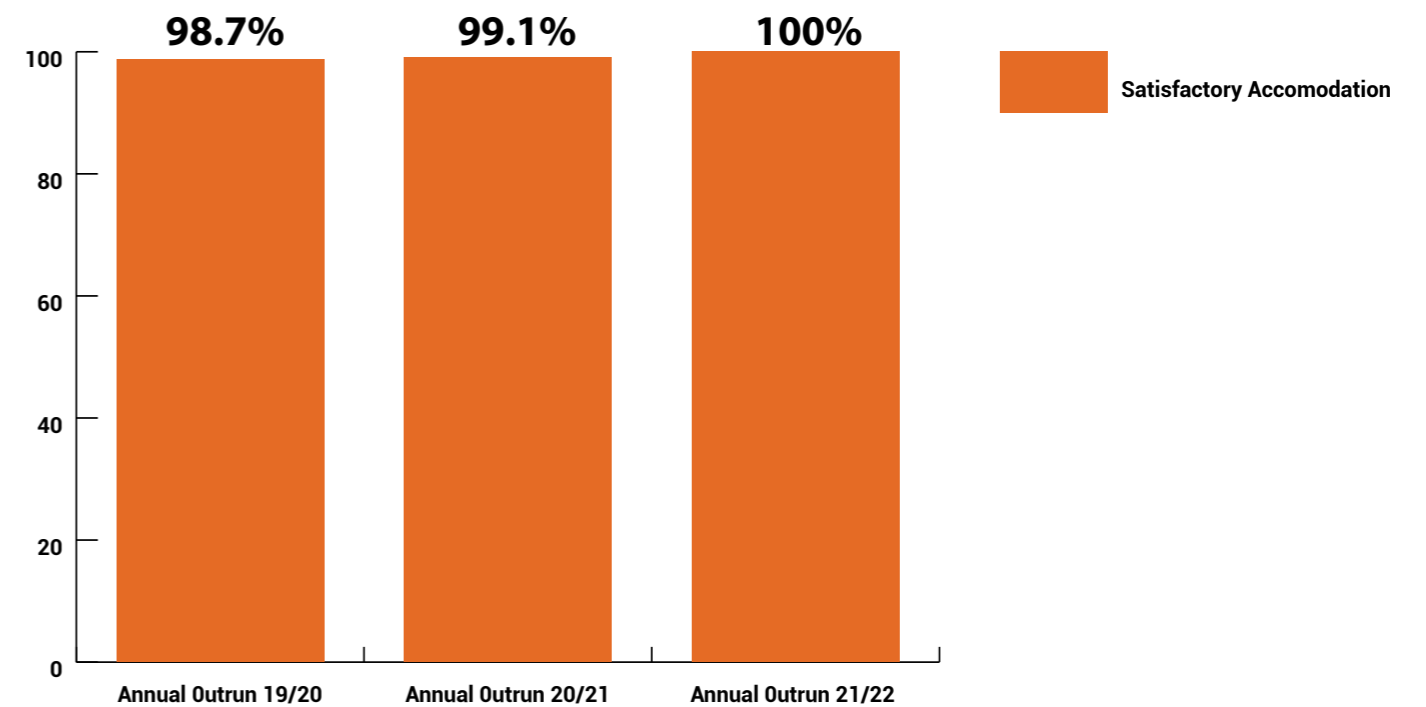
**Gender Split Offending 2021/22**



### 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**

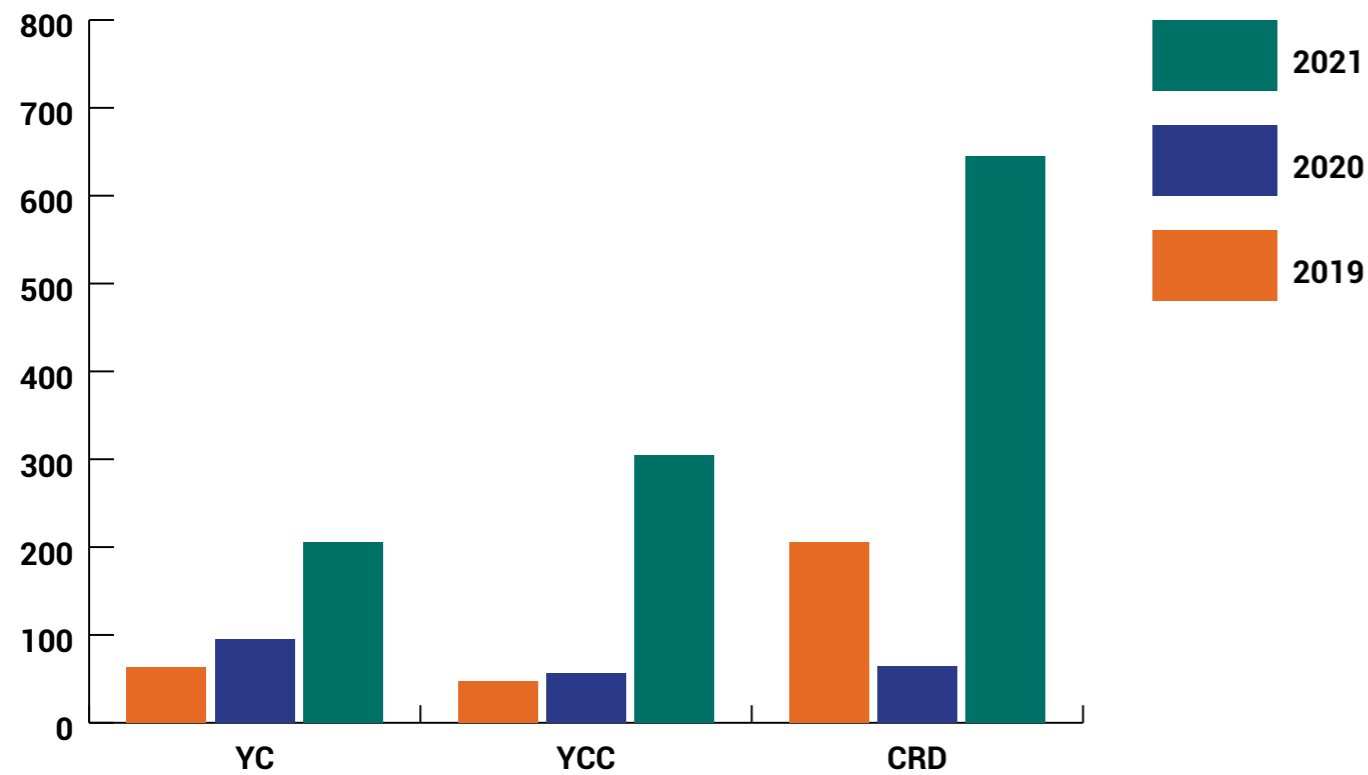


### Prevention and Diversion

- 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 OOCDC supervisors and managers to ensure consistency and quality of the ASSET+ or Summary Asset that may be completed as part of OOCDC 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 OOCDC 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

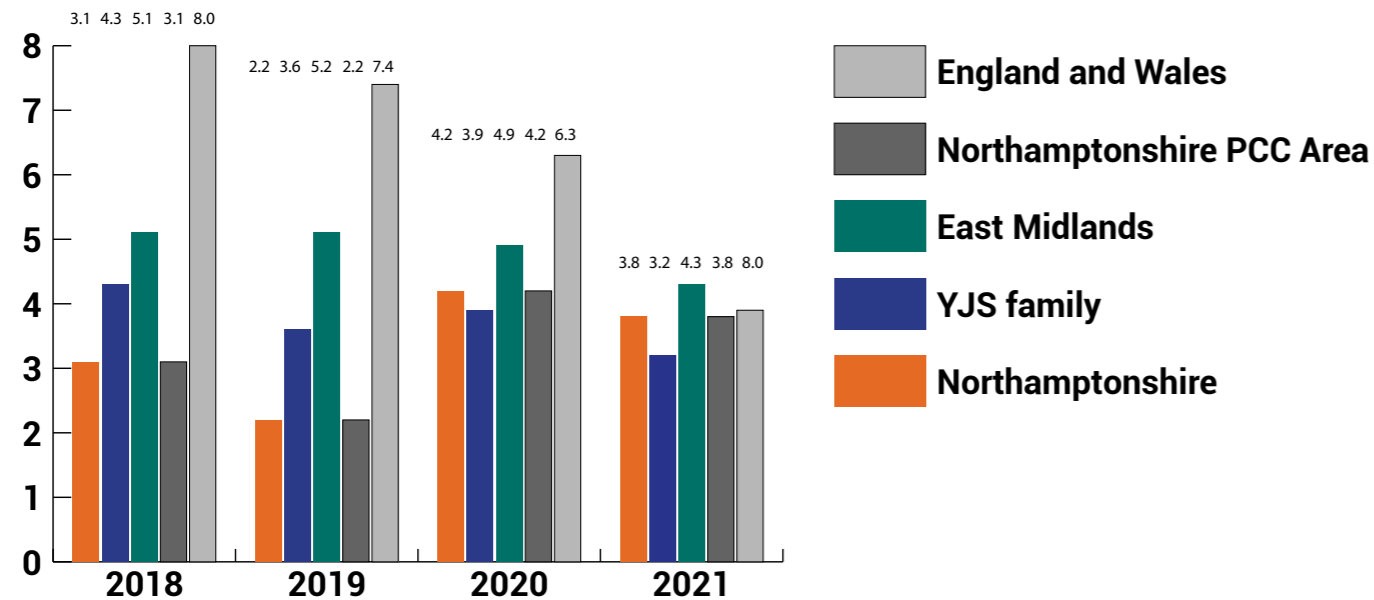
- Assessment focusing on the strenghts of the YP to promote constructive change
- Planning needs to cover keeping others safe
- Exit plan for YP to support future
- Strength based approach evidenced
- Substance misuse addresses
- ETE intervention evidenced
- Diversity needs addressed
- Implementation 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.

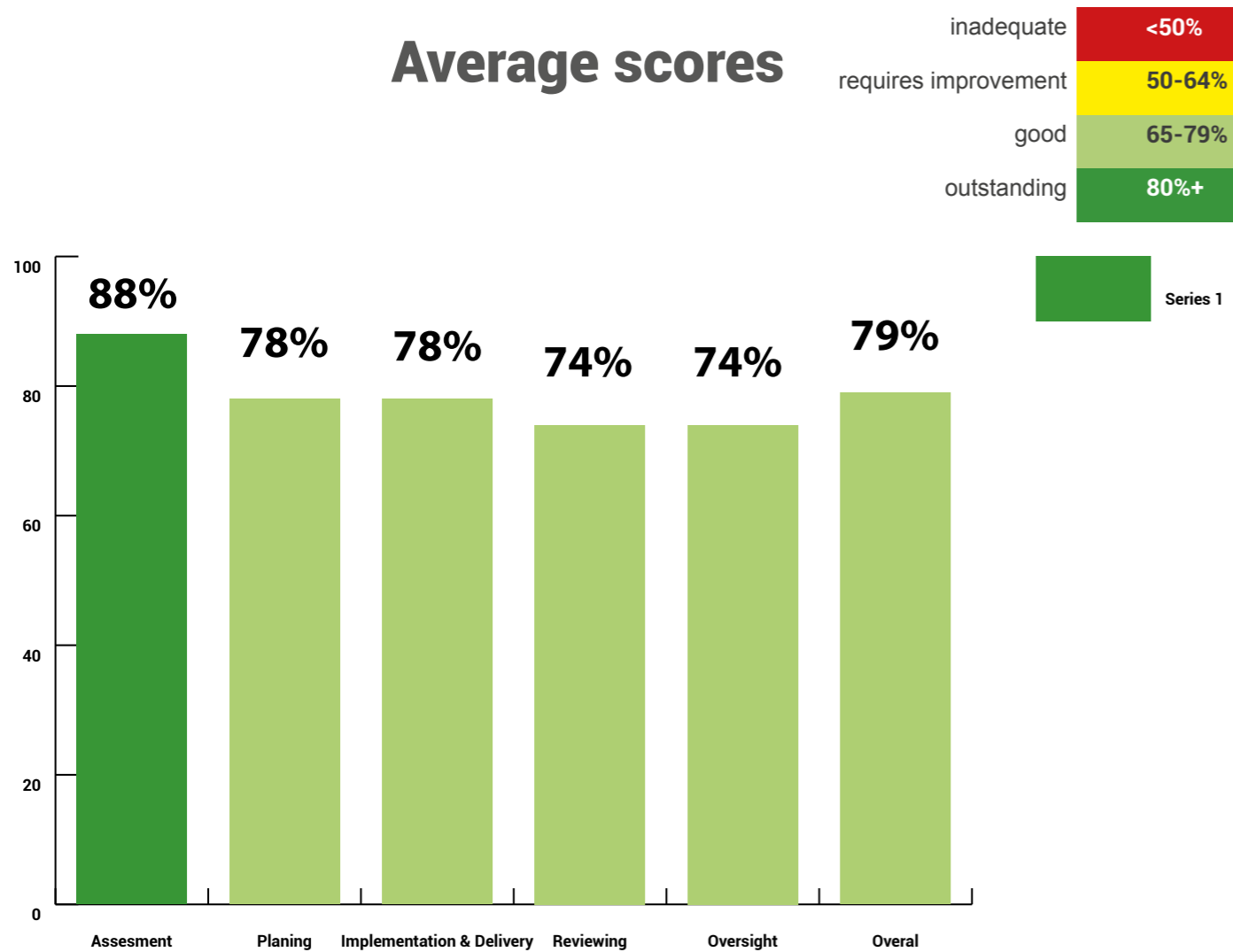
8.34. Restorative approaches underpin NYOS' core values both in relation to our work with young people and the victims of their offences. Approaches are embedded internally as a team and with all external colleagues we work alongside.

## 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
	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	Specialist staff retained. Recruitment effective.	
Loss of experienced staff, and subsequent difficulties in recruiting specialists.			

## 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>Workforce development feedback</p>
Protect the public from harm decrease in serious violence.	<p>Deliver a multi-agency audit programme (creating a critical friend in quality assurance).</p> <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

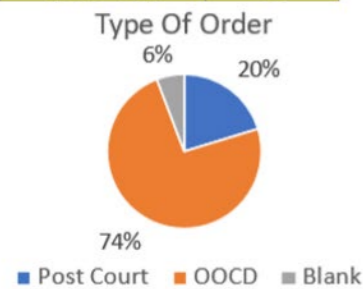
## Appendix 1 – Voice of The Child

### 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	<b>Grand Total</b>	<b>69</b>	<b>Grand Total</b>	<b>69</b>	(blank)	2
Aug-21	1					<b>Grand Total</b>	<b>69</b>
Sep-21	7						
Oct-21	6						
Nov-21	2						
Dec-21	6						
Jan-22	5						
Feb-22	7						
Mar-22	7						
<b>Grand Total</b>	<b>69</b>						

### Outcomes, where I Live, Social Care Involvement?

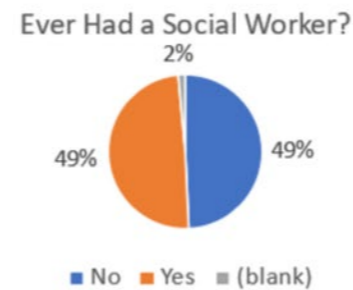
Order Type	No of YP
CIRV	6
CRD	21
Outcome 22	1
Referral Order	11
YC	10
YCC	13
YRO	3
(blank)	4
<b>Grand Total</b>	<b>69</b>



Where do I live?	No of YP
In a children/young peoples home	6
On my Own	1
Somewhere else	2
Somewhere Else -SGO	
Grandparents	1
With a carer	5
With a parent	54
<b>Grand Total</b>	<b>69</b>



Ever had a Social Worker?	No of YP
No	34
Yes	34
(blank)	1
<b>Grand Total</b>	<b>69</b>



### Case Manager Feedback

My Case Worker was.....	No of YP
Mostly Supportive	4
Totally	1
Very Supportive	57
(blank)	7
<b>Grand Total</b>	<b>69</b>

Do you feel case manager did what they said they would?	No of YP
Quite a bit	16
Totally	52
(blank)	1
<b>Grand Total</b>	<b>69</b>

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
<b>Grand Total</b>	<b>69</b>



### YOS Performance

Do you feel working with the YOS has helped you?	No of YP
Only a Little	3
Quite a bit	21
Somewhat	9
Totally	35
(blank)	1
<b>Grand Total</b>	<b>69</b>

Have you committed any further offences since working with the yos?	No of YP
No	59
Yes	7
(blank)	3
<b>Grand Total</b>	<b>69</b>





### Other Staff

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

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 d
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
<b>Grand Total</b>	<b>69</b>

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
<b>AnnMarie Dodds (Chair) Director of Children's Services, North Northamptonshire Council</b>	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
<b>Cathi Hadley (Chair) Director of Children's Services, North Northamptonshire Council</b>	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
<b>Debbie Lloyd, (Chair / Member), Assistant Director, NCT Children &amp; Family Support &amp; Youth Offending Service</b>	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
<b>Carolyn Sanders (Minutes) (NCT)</b>	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
<b>Diana Beldeanu (Minutes) (NCT)</b>	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
<b>Abdu Mohiddin, Public Health Principal, North Northamptonshire Council</b>	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
<b>Adam Smith, Assistant Director, Criminal Justice Mental Health, NHFT</b>	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
<b>Amanda Robinson, Deputy Chair of County Youth Panel, Northamptonshire Magistracy</b>	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
<b>Barbara Kewn, North Northamptonshire Council</b>	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
<b>Chris Kiernan, Interim DCS, WNC, Children, Families &amp; Education</b>	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
<b>Claire Gibson, Head of Specialist Children's Services, NHFT</b>	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
<b>Claire O'Keeffe, Head of Service, Youth Offending Service</b>	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
<b>Clr Fiona Baker, Lead Member for Children's Services, West Northamptonshire Council</b>	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
<b>Clr Scott Edwards, Lead Member for Children's Services, North Northamptonshire Council</b>	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
<b>Colin Cross, NCT Board Member</b>	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

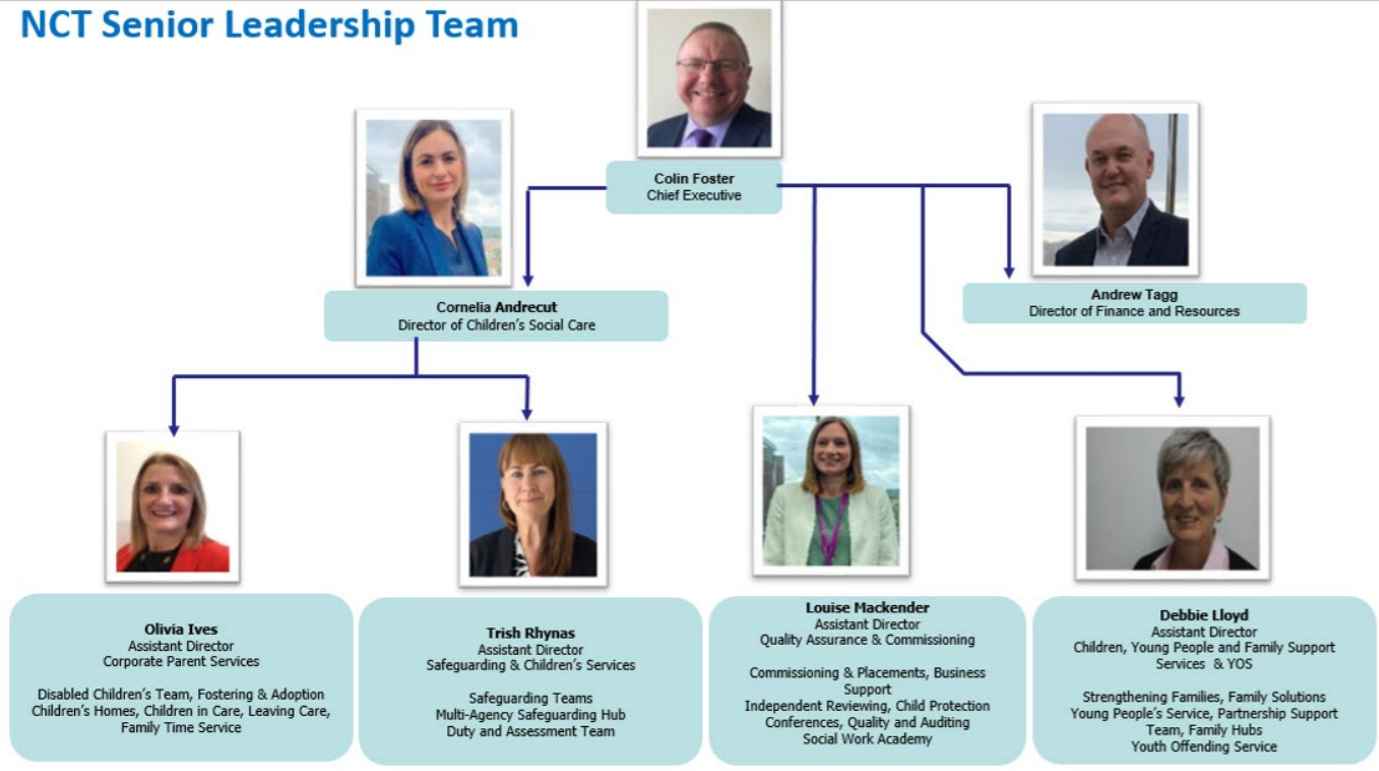
<b>Colin Foster, Chief Executive, NCT</b>	21/04/2021	Not a member on 21/04/21	04/08/2021	Apologies	03/11/2021	Apologies	07/12/2021 ExtraOrdry	Apologies	24/02/2022	Apologies	05/04/2022 ExtraOrdry	Apologies
<b>Daniel Knight, Senior Performance &amp; Systems Analyst, Youth Offending Service</b>	21/04/2021	Apologies	04/08/2021	Attended	03/11/2021	Apologies	07/12/2021 ExtraOrdry	Apologies	24/02/2022	Attended	05/04/2022 ExtraOrdry	Apologies
<b>Danielle Mill (representing Kate North, Probation Service)</b>	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
<b>Dave Lawson, Supt, Northamptonshire Police</b>	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
<b>Douglas Charlton, Head of Northamptonshire Local Delivery Unit, National Probation Service (Southeast and Eastern Division)</b>	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
<b>John Baker, Chair of County Youth Panel, Northamptonshire Magistracy</b>	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
<b>Kate North, Head of Service, Northamptonshire PDU, East of England Probation Service</b>	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
<b>Leanne Tomlinson, Area Manager, Youth Offending Service</b>	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
<b>Lisa Griffiths, Named Nurse for Children in Care, Service Manager for YOS NHFT</b>	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
<b>Mamps Gill, Head of Innovation and Engagement (Midlands), Youth Justice Board</b>	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
<b>Marie Peden, Deputy Director, Beds, Northants, Cambs &amp; Herts Community, Rehab Co Ltd, (Bench CRC)</b>	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
<b>Mark Johnstone, Area Manager, Youth Offending Service</b>	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
<b>Nicci Marzec, Director for Early Intervention, Office of Northamptonshire Police &amp; Crime Commissioner</b>	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
<b>Patsy Richards, Public Health Principal, North &amp; West Northamptonshire Council</b>	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
<b>Rachel Hicklin, NHFT</b>	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
<b>Sarah Johnson, Prevention and Intervention Superintendent, Northamptonshire Police</b>	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

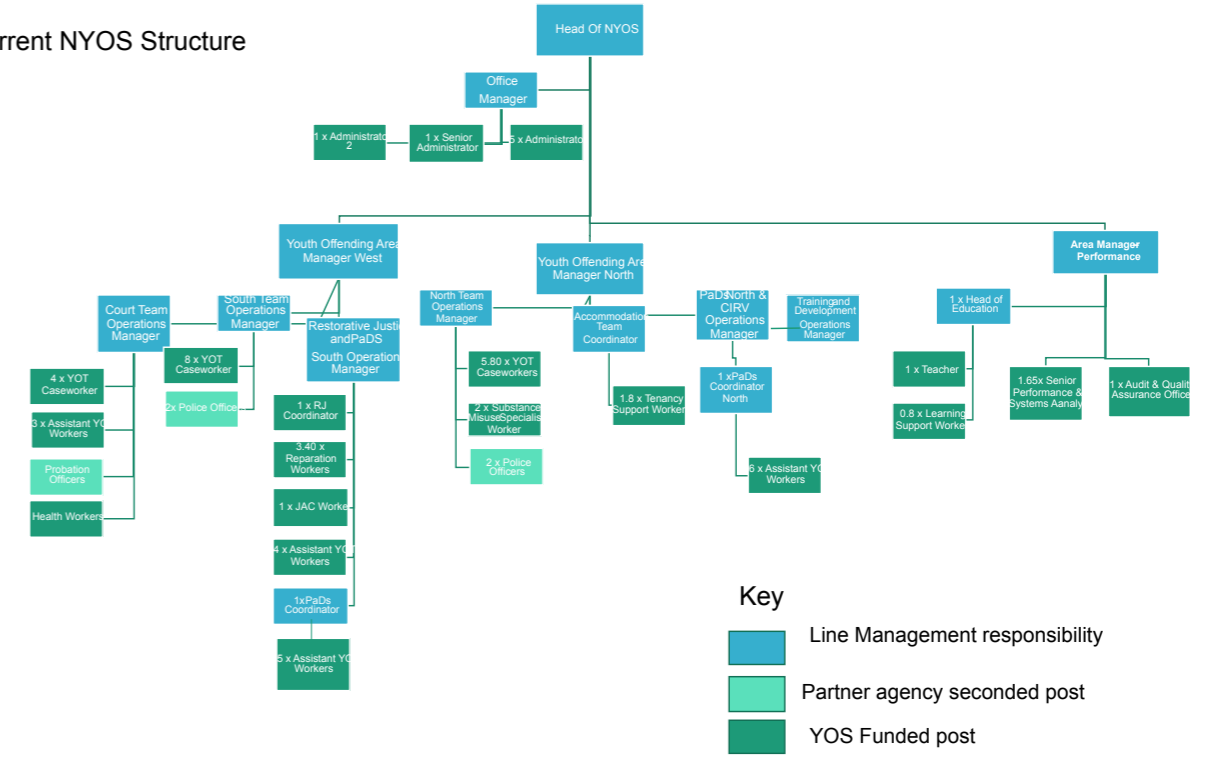
<b>Sean Scannell, Strategic Delivery Manager, Northamptonshire Police</b>	21/04/2021	Apologies	04/08/2021	Apologies	03/11/2021	Attended	07/12/2021 ExtraOrdry	Attended	24/02/2022	Attended	05/04/2022 ExtraOrdry	Attended
<b>Sharon Robson, Assistant Director, Children &amp; Young People, NHFT</b>	21/04/2021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

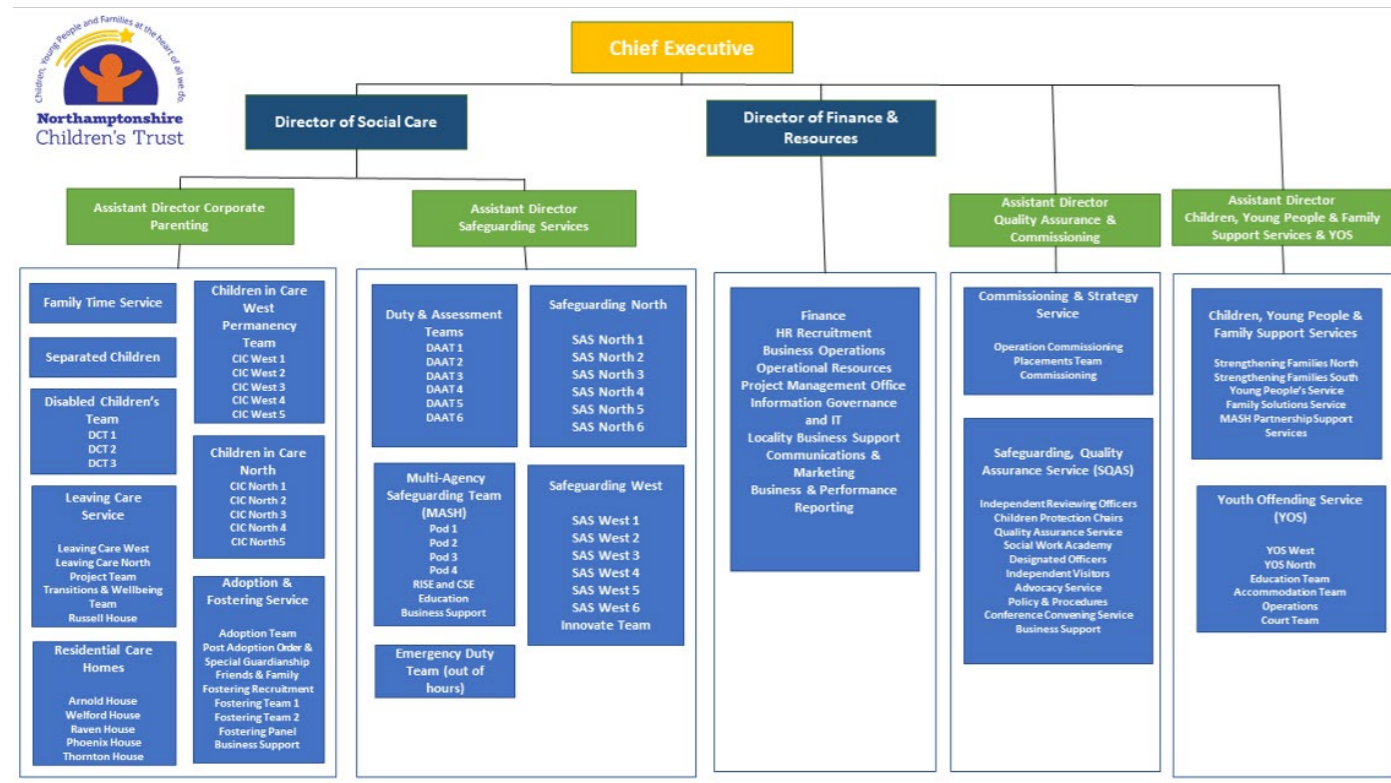


Current NYOS Structure



**Key**

- Line Management responsibility
- Partner agency seconded post
- YOS Funded post



## 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														
													<b>36</b>	<b>20</b>

## 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

<b>ACE</b>	Adverse childhood experience. Events in the child's life that can have negative, long-lasting impact on the child's health, and life choices
<b>AIM 2 and 3</b>	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
<b>ASB</b>	Anti-social behaviour
<b>AssetPlus</b>	Assessment tool to be used for children who have been involved in offending behaviour
<b>CAMHS</b>	Child and adolescent mental health services
<b>CCE</b>	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
<b>Children</b>	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.
<b>Child First</b>	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
<b>Child looked-after</b>	Child Looked After, where a child is looked after by the local authority
<b>CME</b>	Child Missing Education
<b>Constructive resettlement</b>	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
<b>Contextual safeguarding</b>	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
<b>Community resolution</b>	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
<b>EHCP</b>	Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs
<b>ETE</b>	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