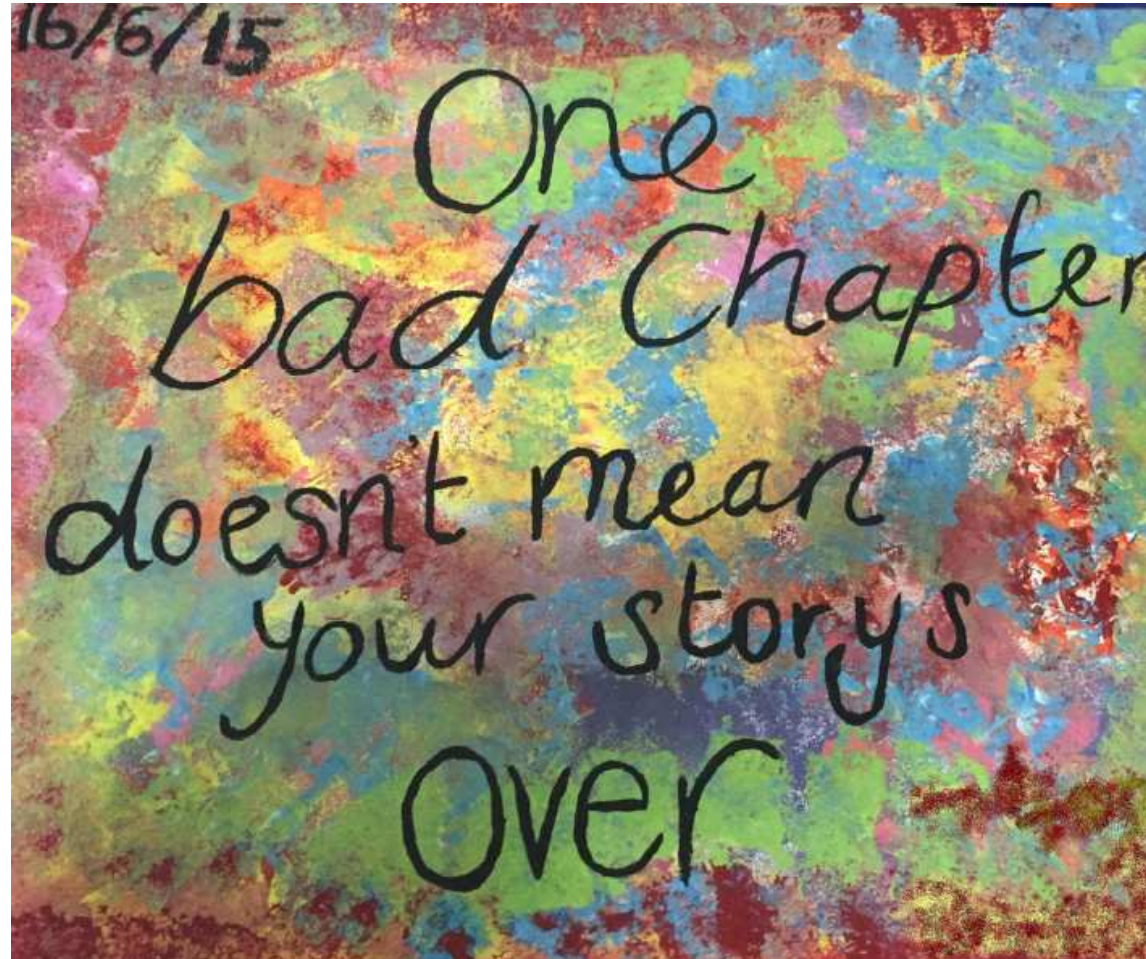


NOTTINGHAM CITY YOUTH OFFENDING TEAM

YOUTH JUSTICE PLAN 2015-17



"Thought I would share with you some of the work that I have been doing with L--- over the last few weeks about what makes her strong and looking into quotes and music lyrics that give her strength when she is in a 'bad place.' The attached is the end result, yesterday she took it home and was very excited to show it to her mum and find out where she could put it up in the house."
(YOT practitioner)

Other comments from young people are included in this plan and are highlighted in green text boxes

Nottingham Youth Offending Team **Youth Justice Plan 2015-17**

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1. INTRODUCTION

The Nottingham City Youth Justice Plan 2015-17 aims to demonstrate the activity being undertaken and planned to build on the achievements of 2014 – 15 in order to ensure delivery of high quality services in line with our core purpose of reducing offending and reoffending by children and young people.

This Youth Justice Plan sits within the wider planning context of the Children and Young People Plan (2015-16), the Early Help, Safeguarding and Early Support Services Delivery Plan, the Local Criminal Justice Board and the Nottinghamshire Reducing Reoffending Board. The Nottingham City Youth Crime Prevention Strategy, which is to be refreshed in 2015, will be incorporated into the 2016 refresh of this Youth Justice Plan.

Following on from the 2014-15 Plan, an operational action plan was devised to ensure accountability and ownership across the YOT Leadership team and partners for specific service delivery. Progress on this RAG-rated plan was reported quarterly to the YOT Management Board.

In line with the national trend, the number in the statutory cohort of young offenders has continued to fall. The YOT is strengthening its analysis of this group of young people and current indications confirm the perception that we are working with children and young people with increased complex inter-related levels of risk and need. This provides the context for our focus for 2015 – 17 with increased emphasis on a breadth of service delivery focussed on desistance.

Nottingham: a brief needs analysis

Nottingham faces many challenges which often impact adversely on the health and wellbeing of our children, young people and families, making the task of improving outcomes a long term commitment. Nottingham ranks 20th out of the 326 districts in England, where 1 is the most deprived (*Index of Multiple Deprivation 2013*) and 22,000 (34.6%) city children live in poverty, locally defined as those who live in households dependent on out-of-work benefits (*HMRC Child and Working Tax Credits data for 2012/13*).



The 0-17 population of Nottingham is 63,854, of which 25,381 are 10-17 year olds (*Office for National Statistics, 2013 estimates*). The youth population has remained at around 25,500 for a number of years, but current population growth seen in younger age groups suggests there will

be an increase in numbers of 10-17 year-olds of nearly 16% between 2015 and 2025, equating to 4000 more young people. Furthermore, a sizable proportion of this increase will be made up of young people from newer communities, possibly requiring a different focus and level of understanding in terms of their needs and offending behaviour.

The following groupings of YOTs are referred to in this plan for comparative purposes:

- **Core Cities:** Birmingham, Bristol, Leeds, Liverpool, Manchester, Sheffield, Newcastle upon Tyne, Cardiff
- **YOT Family:** Manchester, Newcastle upon Tyne, Leicester, Bristol, Plymouth, Greenwich, Liverpool, Lewisham, Cardiff
- **Statistical Neighbours:** Southampton, Kingston upon Hull, Manchester, Bristol, Coventry, Salford, Derby, Birmingham, Sandwell, Wolverhampton

In terms of our three key performance indicators Nottingham has maintained favourable performance.

Reoffending

Nottingham has remained below the family Core City and national averages for both frequency and percentage offending rates. The overall number of 'reoffences' committed has dropped by more than a half since 2008, with a frequency rate of 0.86 per offender in the latest 12 month period.

"I have changed, I stopped robbing people and getting into trouble"

Use of custodial sentences

The use of custody as a sentence for young people in Nottingham, an area with comparatively high occurrence of violent offending by young people, has reduced from 59 young people in 2010/11 to 15 young people in 2014/15.

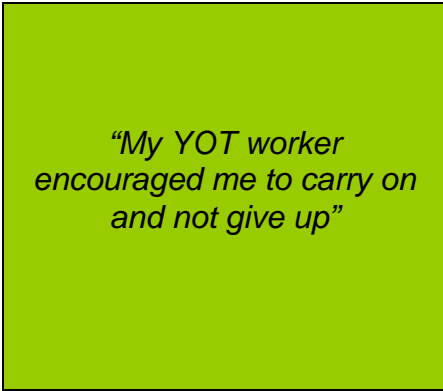
First Time Entrants

Whilst 2014/15 saw a reduction of first time entrants to just over a fifth of the size of the cohort in 2007/8 to 182 individuals in 2014, this has been a key priority as the YOT embedded the practice of 8 Targeted Youth Support workers over the past year. Key partnership links have been strengthened to ensure they support Nottingham's drive to identify and intervene with children and young people at risk of offending at an early point.

Nottingham YOT was identified for a visit by the Youth Justice Board (YJB) in line with the Ministry of Justice Stocktake of Youth Justice Services. A number of key additional achievements was noted:

- Proactive role of the YOT within Nottingham City Council and other partnerships around identifying and working with young people at risk of Child Sexual Exploitation.

- Oversight of a multi-agency panel to tackle Sexually Harmful Behaviour pre and post prosecution. Nottingham YOT is now part of the NSPCC pilot to model best practice in Harmful Sexual Behaviour work.
 - Close working links between the YOT and Children in Care Police Officer to reduce criminalisation of children in care and drive restorative practice in residential care.
 - Continued secondment of YOT workers to the Ending Gang and Youth Violence team ensured partnership innovative approach to working with young people at risk of gang involvement. These areas of work will be further developed in 2015/16 to ensure early identification of this cohort.
-



*“My YOT worker
encouraged me to carry on
and not give up”*

2 STRUCTURE AND GOVERNANCE

The YOT is part of the Social Care and Vulnerable Children and Families Directorate of the Children and Adults Department of Nottingham City Council. Within the last year the services within the Children & Families Directorate have moved to being accountable to one Director who sits under the Corporate Director for Children & Adults. This has ensured that there is close senior management collaboration between the range of services from Early Help (Children's Centres, Play & Youth through to Specialist Services (YOT, CAMHS) and targeted family support, Children in Need and those under Child Protection Plans or in the care of the Local Authority. Within this, the YOT has retained its separate identity, management and governance in accordance with Youth Justice Board (YJB) guidance, but delivery has been aligned with the locality structure of Vulnerable Children and Families, and increasingly integrated into local planning and delivery of services. The YOT service manager currently reports to the Director of Children's Social Care, Vulnerable Children and Families. However through a current consolidation of the new structure, the YOT will sit under the Head of Targeted Services along with Targeted Family Support, Priority Families (Nottingham's approach to the Troubled Families agenda), Family Intervention Programme, and Multi-Systemic Therapy Team. This Head of Service will also have responsibility for the 'front door' to services for Children and Families including our Social Care Duty Team and Domestic Abuse Referral Team with a view to streamlining access to services across the Directorate. The YOT will maintain a locality team structure and strong links to integrated service delivery in neighbourhoods that have been established since the YOT's restructuring in 2013.

"The YOT was always making sure I turned up or made the right decisions. They were always checking I was staying out of trouble"

Oversight and strategic direction of the work of the YOT is provided by the YOT Management Board. In December 2014 when the Independent Chair left, the Corporate Director for Children and Adults took on the role of Chair. All key partners are represented at an appropriately senior level with recent additions from the schools setting. The Board meets quarterly to provide robust oversight of performance, quality of interventions, and the safeguarding and public protection work of the YOT, and has additional strategic development sessions. The YOT Service Manager is a member of the Safeguarding Assurance Forum, which is chaired by the Lead Member for Children and brings together all of the chairs and senior officers of partnerships with children and adults safeguarding responsibilities.

The Youth Justice Plan is submitted to the Children's Partnership Board and the Nottingham City Children's Safeguarding Board. The YOT manager with a safeguarding lead is a member of the Serious Case Review Standing Panel which receives routine reports on submitted reviews under Community Safeguarding Public Protection Incidents (CSPPi) requirements and shares the action planning from them. The YOT contributes with partners on learning from Serious Case Reviews. The YOT is represented on the Local Children's Safeguarding Board (LCSB) through the Director of Children's Social Care, Vulnerable Children and Families and the Corporate Director of Children and Adults. The YOT also reports on a regular basis to the Crime and Drugs Partnership (CDP), whose Director is a member of the YOT Management Board.

3. RESOURCES AND VALUE FOR MONEY

All statutory partners make financial contributions to the YOT's costs, and second staff in accordance with their statutory responsibilities. The YOT is fully compliant with statutory staffing requirements, including qualified social workers employed by the City Council, probation officers, police officers and support staff, health workers (including school nurses, specialist substance misuse workers through a commissioning arrangement, and access to specialist mental health workers through a service level agreement), educational staff (including a teacher employed by the City Council and two seconded Futures personal advisers), and a specialist victim worker. Appropriate Adult services are delivered by an external provider through a joint contract between the City and County YOT.

Despite the pressures on all partners, local partnership funding has been broadly maintained. The City Council has been reducing the additional funding that it provided between 2007 and 2010 to address workload pressures. However 2015/16 sees a more significant reduction in the City Council contribution of £100,000. This has been achieved by not filling vacancies and not renewing fixed term contracts and has seen an increase in workload as the downward trend appears to have moved to a slight increase. Other contributions have been maintained at the same level for the past four years, and the City Council has also mainstreamed funding for youth crime prevention posts, and for the commissioning of the Appropriate Adult service. The City Council also carries the additional costs of secure remands that were transferred to local authorities during 2013. The major challenge has been the very significant reduction of about a third in Youth Justice Board grants since 2010, which has affected Nottingham disproportionately, in common with most other major cities.

3.1 YOT funding 2015-16

Table 1

Agency	Staffing Costs (£)	Other Delegated Funds (£)	Total (£)
Police	121,510*	62,470*	183,980*
Probation	115,160	67,880	183,040
Health (CCG)	113,710	64,450	178,160
City Council	-	1,124,070	1,124,070
YJB	928,029	2,000 (RJ grant)	930,029
Unpaid Work grant	19,452	-	19,452
Other	-	3,950	3,950
Total	1,297,861*	1,324,820*	2,622,681*

*On 11/8/15, the YOT was advised by Nottinghamshire Police that they will need to seek a potential reduction of 15 to 20% in year savings. The impact of an in year reduction will be considered by the YOT Management Board when it considers resourcing at its October 2015 meeting.

3.2 Costed Business Plan for the use of the YJB Effective Practice Grant

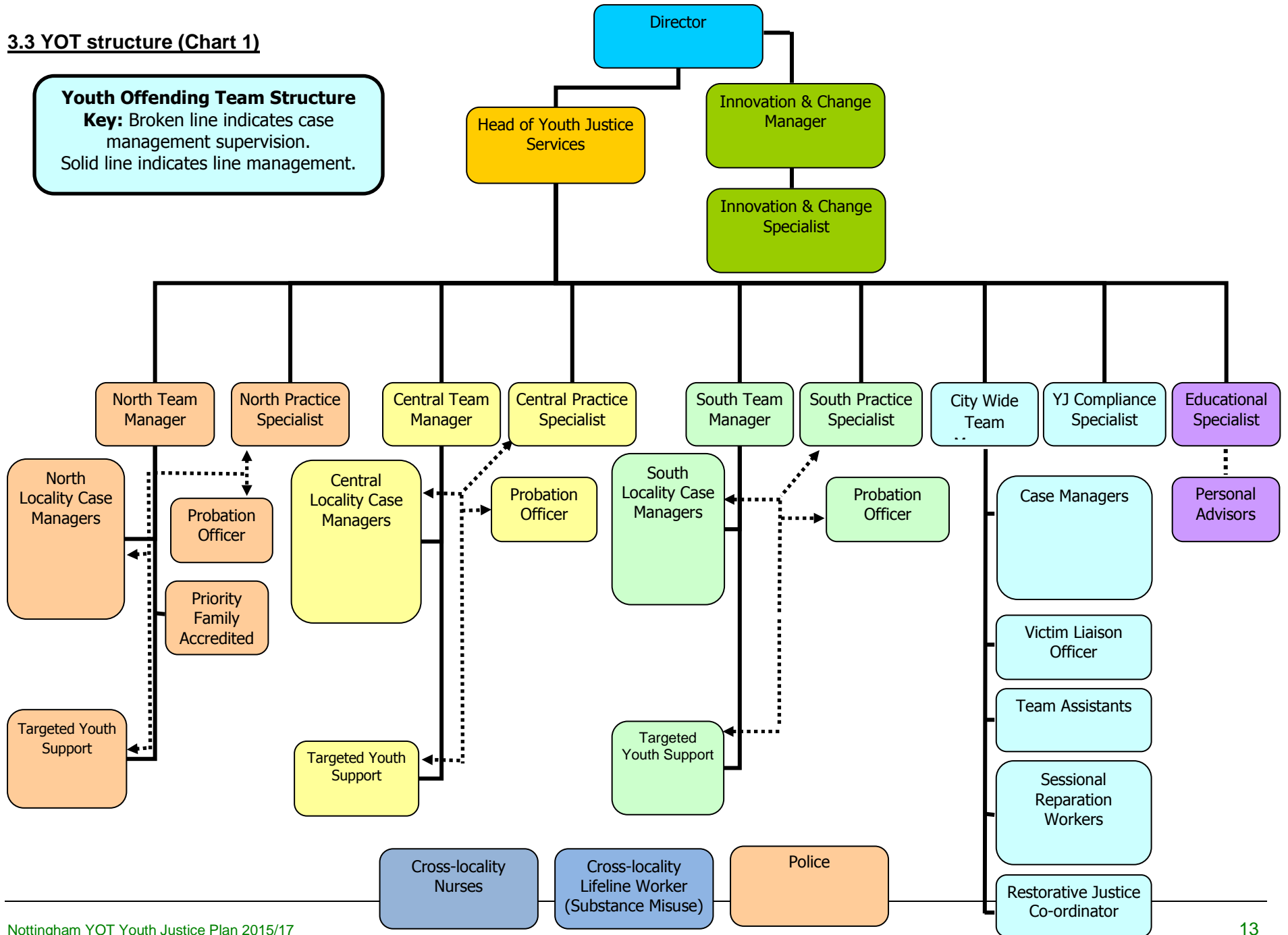
Table 2

Priorities		Areas for Action	Areas for spend	Indicative costs
1	Interventions are responsive to diverse risks and needs of children and young people	Implementation of Assetplus according to desistance	<ul style="list-style-type: none"> • Rigorous use of police information/intelligence • Effective court services • Workforce redevelopment • Management oversight • Delivery of Groupwork 	Police staffing costs – £42,000 Compliance specialist - £45,000 Commissioning costs - £45,000 Practitioner costs – £100,000
		Adoption of 2013 National Standards		
		ALL new cases are screened using the CSE screening tool to detect any areas of concern.		
		Review and recommissioning of provision for children of dual heritage		
2	Children and young people achieve in education and are ready for employment	Develop in-house Employability Programme	<ul style="list-style-type: none"> • ETE specialist • Resources/materials for employment programme • Workforce development 	ETE specialist - £42,000 Resource/commissioning costs - £5,000 Management costs - £10,000
		Implementation of SLCN assessments and drive EHC Planning across partnership		
3	Through positive intervention divert young people at risk of offending away from CJS	Implementation of Performance Framework and QA process for TYS activity	<ul style="list-style-type: none"> • Targeted Youth Support posts • Change and Innovation specialist/Information analyst • Partnership development 	Frontline practitioner costs- £225,000 Management and data analysts costs – £100,000
		Reduce criminalisation of Children in Care		
		Work with police to ensure appropriate use of Youth Conditional Cautions		

4	Ensure custody (remand and sentence) only used where essential to protect public When these are inevitable ensure positive outcomes through focus on effective resettlement	Whole sentence planning evident in case documentation	<ul style="list-style-type: none"> • Management oversight/mentoring • Leadership specialists (Practice and ETE) • Leadership team's engagement with Courts 	Management/Specialist costs – £15,000
		Full engagement in EMRC		
		Work with LA colleagues to ensure adhere to LASPO / provide appropriate alternatives to custody		
5	Focus service delivery on interventions to tackle risk of reoffending using most recent data	Implementation of YJB reoffending tracker	<ul style="list-style-type: none"> • Change and Innovation specialist/Information analyst • Management oversight • Commissioning of services for hard to reach young people 	Staffing costs - £100,000 Administrative costs - £10,000 Resources/services – £20,000 Management costs - £30,000
		Regular team meetings focussing on 'live' offending information		
		Expand usage of range of interventions		
		Incorporate JAC activity into whole YOT Service		
6	Adopt and embed 'whole family' approach to service delivery	Extend allocation of YOT cases as 'Priority Families'	<ul style="list-style-type: none"> • YOT Priority Families Accredited Practitioner • Workforce development 	YOT PF accredited practitioner and management support - £20,000
7	To promote the physical health and emotional wellbeing of all children and young people overseen by the YOT	Health colleagues to be part of decision making and interventions for Youth Conditional Cautions	<ul style="list-style-type: none"> • Facilities and resources • Management oversight 	Facilities – £5,000 Resources – £5,000 Management costs – £10,000
		Develop professional understanding of health issues with workforce, volunteers and other stakeholders		
		Substance misuse services to adopt a whole family approach		

8	Support young adults to maintain compliance with statutory court interventions as they transition to adult criminal justice services	Partnership work in relation to the Reducing Reoffending Boards strategic outcome around young adults' risk of reoffending Involvement in process with YJB and NPS to review adult systems' contribution to YOTs	<ul style="list-style-type: none"> • Management time • Innovation and Change specialist • Partnership development 	Management costs - £10,000 I&C costs – £5,000 Partnership development – £5,000
9	Ensure restorative approaches are embedded across YOT service delivery and with relevant partnership	Work towards RJQM Work with PCC led Board to drive restorative practice across Notts Improve victim work with young people in custody Drive restorative practices in residential settings Engage with Scrutiny Panel for Out of Court Disposals	<ul style="list-style-type: none"> • Restorative Justice co-ordinator • Victim worker • Specialist case manager for Children in Care • Management engagement with partnerships 	Staffing costs - £100,000 Management costs – £20,000

3.3 YOT structure (Chart 1)



3.4: Table 3: YOT staffing by Gender and Ethnicity

YOT role Ethnicity/Gender	Strategic Managers		Operational Managers		Practitioners		Business Support		Grand Total
	Female	Male	Female	Male	Female	Male	Female	Male	
White British	<5	<5	<5	<5	16	8	<5	<5	36
White Irish	0	0	0	0	0	0	<5	0	<5
White Other	0	0	0	0	0	0	<5	0	<5
White & Black Caribbean	0	0	0	0	<5	0	0	0	<5
White & Black African	0	0	0	0	0	0	0	<5	<5
White & Asian	0	0	0	0	0	0	0	0	0
Other Mixed	0	0	0	0	<5	0	0	0	<5
Indian	0	0	0	0	0	0	0	0	0
Pakistani	0	0	0	0	<5	<5	0	0	<5
Bangladeshi	0	0	0	0	0	0	0	0	0
Other Asian	0	0	0	0	0	0	0	0	0
Black Caribbean	0	0	<5	<5	<5	5	<5	0	11
Black African	0	0	0	0	0	0	0	0	0
Other Black	0	0	0	0	0	0	0	0	0
Chinese	0	0	0	0	0	0	0	0	0
Other Ethnic Group	0	0	0	0	0	<5	0	0	<5
Not Known	0	0	0	<5	<5	0	0	0	<5
Grand Total	<5	<5	<5	5	23	15	6	<5	58

Table 4: YOT staffing by home agency

	Strategic Manager (PT)	Strategic Manager (FT)	Operational Manager (PT)	Operational Manager (FT)	Practitioners (PT)	Practitioners (FT)	Admin (PT)	Admin (FT)	Sessional	Student/ Trainees	Volunteer	Total
Permanent		1	1	7	4	30	4	2	3			52
Fixed-term				1				3		1		5
Outsourced												0
Temporary												0
Vacant												0
Seconded Children's Services												0
Seconded Probation						3						3
Seconded Police			1			3		1				5
Seconded Health (Sub Misuse)				2								2
Seconded Health (Mental Health)			4									4
Seconded Health (Physical Health)					1	1			1			3
Seconded Education												0
Seconded Connexions						2						2
Seconded Other						2						2
Volunteer											24	24
Total	0	1	6	10	5	41	4	6	4	1	24	102
Disabled (Self Classified)				1		5						

In relation to staff and volunteers trained in Restorative Justice the current totals are:

- 33 Community Panel Members completed the full RJ Conferencing course
 - 42 YOT Staff (including TYS workers) completed the full RJ Conferencing course
 - 27 Family Intervention Project workers completed the full RJ Conferencing course
 - 67 Residential Child Care staff completed the 1 day 'Foundation' RJ course.
-

"They have made me think about what would happen if I did offend again"

4. PARTNERSHIP ARRANGEMENTS

Nottingham has robust partnerships in which the YOT is represented and contributes effectively to the wider agendas, and in turn is supported in its work to reduce re-offending, prevent first-time entrants, and reduce the use of custody. These include the Local Criminal Justice Board, the Reducing Re-offending Board, the Crime and Drugs Partnership Board, Multi-Agency Public Protection Arrangements Board, Ending Gang and Youth Violence Board, the Safeguarding Children Board, and the Health and Wellbeing Board. As well as being represented directly or through its senior line management at a strategic level, the YOT contributes to and leads partnership delivery and executive groups.

Learning from thematic inspection reports over the past year has included development of practice in regard to :

Child Protection – a joint Social Care / YOT action plan was drawn up which identified the need for increased joint planning of cases of young people known to the YOT and to Social Care. The YOT now has direct access to the Social Care database and cases are audited to ensure ‘joined up working’.

Troubled Families – the YOT Service Manager is currently proactively involved in the delivery of Phase 2 of the Priority Families programme in Nottingham. Concerns highlighted in the thematic report around the measurement of outcomes in Priority Family cases are being tackled across NCC and partnerships. The YOT has a Priority Family funded Accredited Practitioner to mentor and drive change across the service to ensure more consistent application of a ‘whole family’ approach.

Partnership plans are informed by and reflect the YOT delivery priorities. For example:

- the Reducing Reoffending Board strategic priorities and the Crime and Drugs Partnership Plan 2014-15 includes work on developing local re-offending measures
- the Police and Crime Plan 2014-18 has as one of its strategic priorities prevention, early intervention and reduction in re-offending, and in particular a better understanding of youth re-offending and expansion of restorative approaches
- the Departmental Delivery Plan for 2015-16 includes the target to implement the YJB’s Assetplus framework and to develop effective resettlement of young people leaving custody through work with East Midlands Resettlement Consortium (EMRC).
- the Family Support Pathway 2014-15 reflects the needs of children and young people at risk of offending in the delivery of a continuum of graduated support for children, young people and their families – this is currently being updated to reflect the restructured ‘front door’ to services for children and families.

“I felt supported enough to mature myself and get my life on track”

The YOT has specialist services commissioned by partners, including the CDP for substance misuse services and NHS Nottingham Clinical Commissioning Group for mental, sexual and physical health provision. The YOT has an education team, comprising a specialist and two personal advisers seconded by Futures, which ensures effective links with schools, alternative provision and training providers to increase access to education, training and employment. There are strong working relationships with Social Care, particularly in relation to Edge of Care work, remands in care and youth detention, and safeguarding. The YOT is also closely linked to the Priority Families programme with all YOT practitioners trained in the approach and an accredited practitioner who provides leadership and support to colleagues. There are effective working relationships with the Ending Gang and Youth Violence agenda, with two YOT case managers seconded to a specialist team, and a YOT practitioner has been closely involved in developing work with women and girls affected by gang activities. There is good access to other universal and targeted provision for children, young people, and this will be built on in the new structure from September 2015, to ensure that children and young people who offend or are at risk of offending are recognised as children and young people in need, whose vulnerability at a particular point in time is being expressed through offending behaviour.

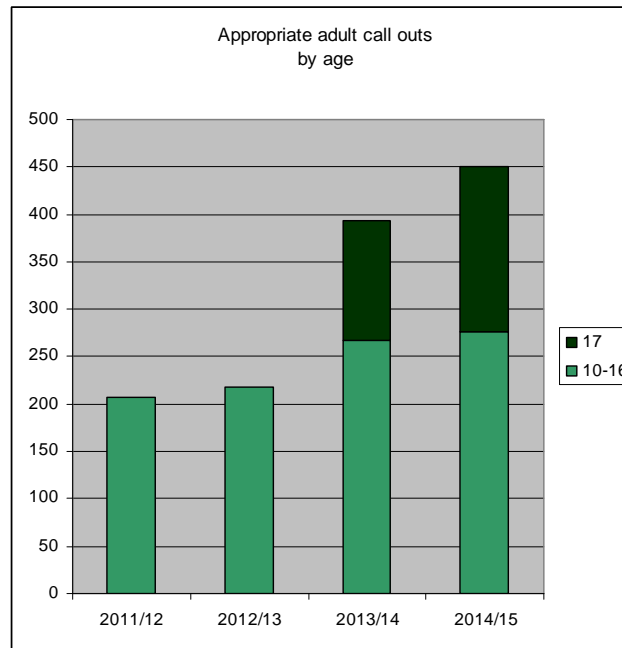
In addition, the YOT is represented at Nottingham City Council's weekly Edge of Care Panel, to ensure services collaborate and intervene early to reduce the need for care proceedings. YOT Specialists also sit on a Cross Authority Child Sexual Exploitation Strategic Group, a Vulnerable Looked After Children's Profiling Group and at the Multi Agency Risk Assessment Conference (MARAC) to ensure the needs and risks of young offenders are appropriately addressed across partnerships.

4.1 Commissioned Services

Following the disturbances in 2011, the YOT employed the *Passages* programme to work with particularly hard to engage young people. Passages has developed a bespoke 16-week programme for identified young people and has been successful in engaging other young people associating with those referred from the YOT. Formal working arrangements and monitoring requirements are in place for 2015/16, when costs will be shared with other teams across the Children's and Adults Department and this work will be formally commissioned to explore other further developments in this area with a planned start date of 1st April 2016.

In relation to its Appropriate Adult responsibilities, the YOT has commissioned *The Appropriate Adult Service (TAAS)* in a joint contract with Nottinghamshire Youth Justice Service for three years (2014-17). TAAS provides the YOT with information on the young people they see on a daily basis and compiles monthly monitoring returns. The welcome inclusion of 17 year-olds in appropriate adult legislation in 2013 (PACE Codes of Practice) and the impact of a more vulnerable younger age group has led to a significant increase in numbers using the service throughout 2014/15 (a total of 450 in the year 2014/15 compared to 207 in 2011/12, an increase of 167% - see Chart 2 below).

Chart 2: Appropriate adult call outs and the inclusion of 17 year olds



Six-monthly contract meetings involving TAAS and police colleagues have successfully begun to address issues where appropriate adults were being called out unnecessarily and numbers have begun to decrease through the first year of this new contract equating to a significant reduction in costs (see table 5 below).

Table 5

Appropriate adult call outs by quarter (2014-15)	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
Number	150	117	88	81
Cost @avg £71.40/call out	£10,710	£8,354	£6,283	£5,783

5. RISKS TO FUTURE DELIVERY AGAINST THE YOUTH JUSTICE OUTCOME MEASURES

5.1 First-time entrants in the youth justice system

The numbers of young people coming into the system for the first time are a result of a number of factors; young people's behaviour; the effect of universal provision; early intervention and preventative services; and the focus of the police in terms of prosecution, cautioning or issuing of youth restorative disposals (YRDs). As a result, and as part of a partnership Youth Crime Prevention Strategy, the YOT has developed a performance framework that looks at many of these factors. A key part of this is the work of the YOT's Targeted Youth Support team, in terms of providing support to those young people identified as at risk of offending.

The number of first time entrants (FTEs) has continued to fall although the rate of decline has reduced more recently (see Table 6). Despite this, the numbers of FTEs are still one third the number they were five years ago.

Table 6

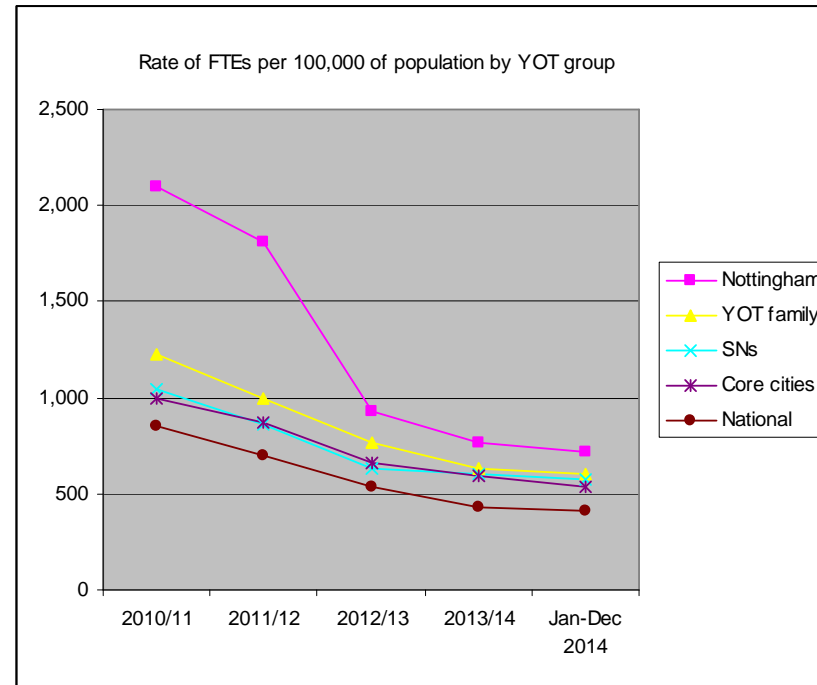
Number of first time entrants	2010/11	2011/12	2012/13	2013/14	Jan-Dec 2014
Nottingham	545	468	237	196	182
Year on year change	-	-14.1%	-49.4%	-17.3%	-7.1%

Table 7 shows that Nottingham still has a higher FTE rate per 100,000 of the 10-17 population than all other comparative groups but that the fall in numbers has been significantly greater here than elsewhere, demonstrated in the Chart 3 below.

Table 7

Rate of first time entrants per 100,000 of 10-17 population	2010/11	2011/12	2012/13	2013/14	Jan-Dec 2014
Nottingham	2,100	1,808	931	770	715
YOT family	1,230	1,000	770	630	600
Statistical neighbours	1,040	860	630	600	570
Core cities	1,000	870	660	590	540
National	852	696	532	431	409

Chart 3



Actions to reduce first-time entrants include:

- The creation of targeted youth support posts, based in the YOT, in January 2014 to provide more consistent and effective identification of vulnerable children and young people to strengthen early intervention and address problems before they become entrenched
- The development of Young People's Panels to provide a multi-agency process for early intervention and co-ordination of partners' resources
- A performance framework for the Youth Crime Prevention Strategy will be completed and looks at the effect of a range of factors that may influence a young person's behaviour prior to their involvement in the youth justice system.

5.2 Reoffending

The rate of re-offending is calculated by tracking all of the children and young people who receive a formal outcome (youth cautions, youth conditional cautions, or court sentences) in a 12 month period, and establishing how many of them commit further offences, and how many further offences they commit, over the following 12 month period.

On the basis of the most recent national data, frequency of re-offending and the percentage of the cohort re-offending are both slightly higher than the last period but Nottingham is performing well above our YOT family, the core cities, our statistical neighbours and the national average. The effect of the reduction in re-offending between 2009 and 2013 is that 173 fewer children and young people re-offended, and 374 fewer offences were committed by those who re-offended (see Table 8).

Table 8

Reoffending after 12 months (PNC)		Number in cohort	Number of re-offences	Average number of re-offences per offender	Percentage of cohort reoffending
Nottingham	Jan-Dec 09	880	868	0.99	37.2
	Jan-Dec 10	953	935	0.98	36.8
	Jan-Dec 11	833	782	0.94	36.7
	Jan-Dec 12	583	494	0.85	31.7
	Jul 12-Jun 13	465	402	0.86	33.1
YOT Family average (Jul 12-Jun 13)		4506	5322	1.23	40.7
Core City average (Jul 12-Jun 13)		5093	6081	1.19	38.7
Statistical Neighbour average (Jul 12-Jun 13)		4870	5422	1.11	35.8
National average (Jul 12-Jun 13)		46272	51123	1.10	36.5

The YOT has been represented in 2014 – 15 on the Nottinghamshire Reducing Reoffending Board and has been actively engaged in the Board's scrutiny of partnership work around two key priorities associated with young offenders and young adults.

Furthermore, work is ongoing to employ a "reoffending tracker" that will more immediately identify those areas that require a greater focus for attention. Recidivism studies always require time to determine the effects of particular interventions but the tracker, which will use contemporary information, should be able to identify this much sooner and therefore provide a greater relevance to case management planning.

5.3a Young People who are sentenced to custody

Table 9

Court disposals resulting in a custodial sentence	2010/11	2011/12	2012/13	2013/14	2014/15
Number	59	52	34	29	15
Percentage of all court disposals	8.3%	8.2%	7.7%	7.7%	3.6%

Table 9 give the yearly breakdown of custodial disposals in Nottingham. The number of custodial sentences imposed in 2014/15 represents the lowest number in a year since the YOT was formed in 1999 (and also a significant reduction on years before that). It has reduced to a quarter of the 2010/11 number and almost a half of the previous record low year in 2013/14. This is a continuing the consistent downward trend which has seen the use of custody falling to less than an eighth of its level in 2001. This is not just a reflection on the reducing numbers coming to court: the percentage of those sentenced to custody of all court disposals has more than halved since last year, representing 3.6% of those receiving all court disposals.

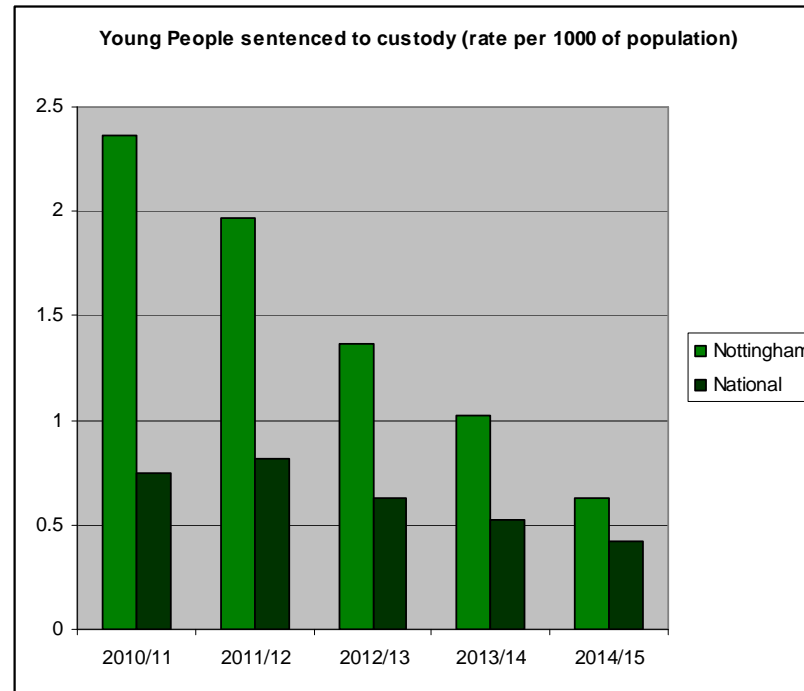
Table 10 shows that 2014/15 represented the first year when Nottingham exceeded the performance of our YOT family, our statistical neighbours and the Core Cities YOTs in terms of the rate of young people sentenced to custody per 1000 of the 10-17 population.

Table 10

Young People sentenced to custody (rate per 1,000 of the 10-17 population)	2010/11	2011/12	2012/13	2013/14	2014/15
Nottingham	2.36	1.97	1.37	1.02	0.63
YOT Family	1.70	1.80	1.05	1.04	0.87
Core Cities	1.70	1.66	1.24	0.92	0.86
Statistical neighbour	1.75	1.84	1.35	0.97	0.88
National	0.75	0.82	0.63	0.52	0.42

Performance measured in this way shows that Nottingham, again, has a quarter of the figure it had in 2010/11 whereas other comparative groups had reductions of around a half. This figure is still about 50% higher than the national average (0.63 as opposed to 0.42) but this gap has closed consistently and significantly over recent years (see Chart 4)

Chart 4



Reduced reoffending has contributed to the reduced need for custody, as repeat offending is a key factor in decisions to sentence young people to custody. Other specific measures that have contributed to the reduction, and will be built on in 2015-17, are:

- A review of all cases where a custodial sentence has been imposed is carried out to ensure that all alternatives have been considered, and service manager approval is required before any custodial sentence is proposed
- Actions to improve engagement and reduce the risk of breach leading to custody
- Improvements in intervention planning that enhance the quality of programmes proposed in pre-sentence reports
- The development of a Multi-Systemic Therapy programme in 2013 -14 that adds to the resources for young people with complex needs
- During 2014/15 the YOT has taken an active role both in the Strategic and Operational Groups within the East Midlands Resettlement Consortium

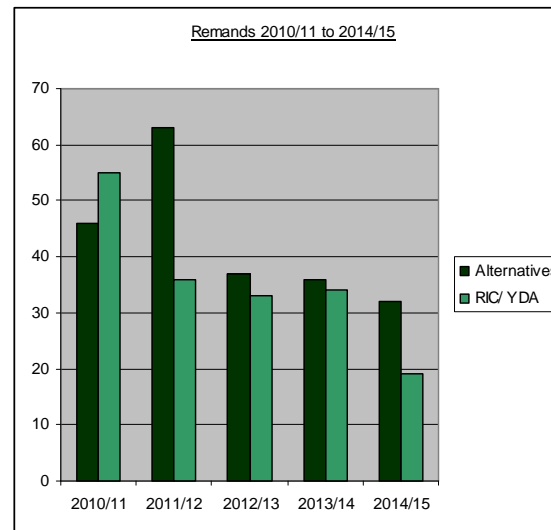
5.3b Young people who are Remanded

Table 11 shows that numbers remanded to Youth Detention Accommodation (YDA – previously Remand in Custody RIC) have continued to fall (by 66% between 2010/11 and 2014/15) and this is mirrored by a similar, if less pronounced reduction in the use of alternatives (Bail Supervision and Support, Intensive Supervision and Surveillance and Remands to Care of Local Authority Accommodation) see Chart 5.

Table 11

Year	Remand Alternatives			RIC/ YDA
	BSS	ISS	RCLAA	
2010/11	19	13	14	55
2011/12	22	15	26	36
2012/13	7	7	23	33
2013/14	20	8	8	34
2014/15	6	13	13	19

Chart 5



However, despite the reduction in numbers, and the resultant reduction in the number of actual bed-nights that these placements represent (falling by 37% in the two years 2011/12 to 2013/14), the cost to the local authority changes significantly depending on how many young people are placed in the more expensive Secure Children's Home or Secure Training Centres as opposed to Young Offenders Institutions. Verified figures from the YJB are only available up to 2013/14 but highlight the significant differences in costs despite a similar number of actual cases remanded and a considerable reduction in the number of bed nights' occupancy (see table 12). Even with the YJB repayment, whereby each Local Authority receives a proportion of a fund, based on their total use of Young Offender Institution bed-nights over the previous three years, the variation remains significant, largely because this partial reimbursement does not take into account the two more expensive placement options.

Table 12

LA Costs	2011/12	2012/13	2013/14
Number of young people remanded	36	33	34
Total number of bed nights	2582	1948	1722
Young Offenders Institution (£177/night)	£276,500	£234,630	£145,834
Secure Children's Home (£559/night)	£260,295	£88,800	£198,690
Secure Training Centre (£497/night)	£246,779	£161,499	£235,053
Total LA costs	£783,574	£484,929	£579,577

(2013/14 costs per night are shown. These have changed slightly year on year)

Actions to reduce remands

In all instances when a young person is arrested and put before the court, the court bail officer makes a full assessment of the cases and a bail asset is completed if it is unknown to the YOT. Depending on the seriousness of the case, a bail package may be offered (consisting of bail supervision and support, bail support plus or Intensive Supervision and Surveillance Bail) aimed at reducing the number of secure remands.

- The YOT works closely with social care colleagues to reduce the number of remands to the care of the local authority by trying to find an appropriate placement for that young person and we have piloted a remand to care scheme involving specifically trained foster carers, who are to available to take placements at short notice and provide all the support the young person needs whilst in their care.
- Where a young person has been arrested and kept in the cells, and we deem this overnight arrest as unnecessary or inappropriate, we will raise this with the police and courts. We also have a worker who is allocated the task of working with the police and other agencies with regards to children in care. Recently, we agreed a protocol on safeguarding the needs of young people detained in custody with

the County Youth Justice Service, the police, social care and EDT colleagues and Clayfields secure unit (*Joint protocol for the safeguarding and transfer of children & young people from police custody to local authority accommodation & secure accommodation, 2015*)

5.4 Access to education, training and employment

In addition to the three national indicators, the YOT Board regularly reviews performance in relation to access to education, training and employment for children and young people who have offended, as good access and engagement is one of the most important protective factors and a major factor in desistance. Historically, this has been a major challenge in Nottingham, and the Board’s continued focus on it ensures that there is close scrutiny of performance.

The performance measure is the percentage of children and young people who are engaged in full-time education, training or employment at the close of their period of supervision by the YOT and the most recent data is given in Table 13.

Table 13

Percentage in full-time ETE	2010/11	2011/12	2012/13	2013/14	2014/15
All	70.3	71.5	70.8	64.2	67.8
Statutory school age	80.8	86.0	82.5	75.9	85.1
Over statutory school age	63.0	59.5	61.0	56.8	57.8
Number of cases closed	553	551	425	282	202

Despite the challenges of increased numbers of schools moving out of Local Authority control and the challenging economic situation, the YOT has continued to report positive data on young people’s engagement over 2014-15 with 85.1% of school age in ETE compared with 75.9% last year. Numbers of young people over school age has increased marginally but remains below 60% (table 13 above).

“I now know the importance of going to college. I know that college keeps me out of trouble”

5.5 Diversity issues

Detailed work on recidivism patterns across the YOT in 2014 identified that those young people of dual heritage are significantly more likely to reoffend than young people of other ethnic groups, both in terms of the percentage reoffending and the number of new offences committed (see Table 14)

Table 14

12 month Recidivism (Jan to Dec 2012 cohort)	Number in cohort	Frequency of reoffending	Percentage of offenders who reoffended
Asian or Asian British	29	0.45	17.2
Black or Black British	73	1.07	34.2
Chinese or other	3	0.00	0.0
Dual Heritage	49	1.76	40.8
White	306	0.95	28.1

In terms of the ethnicity of those being taken back to court by the YOT for breach action, it was discovered that those young people of dual heritage were again significantly more likely to be breached than those of other ethnic groups (see Table 15).

Table 15

YOT cases 2014/15 by breach	Number	Number breached	Percentage breached
Dual Heritage	42	14	33.3
Other groups	312	40	12.8

Colleagues in Vanguard Plus have employed an organisation, *Mixed Foundations*, to work with those young people of at risk of gang membership and violence and as part of the Resettlement Consortium, *Mixed Foundations* are also to be used to help support any identified young person leaving custody through EMRC funding. Given a priority of the YOT is to address the outcomes of young people of dual heritage, exploration as to whether this organisation could be engaged to devise and deliver specific and targeted pieces of work with this group will be

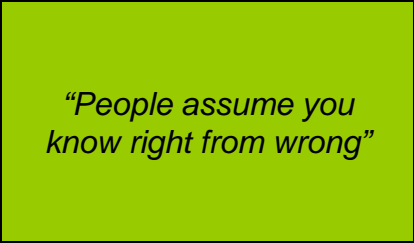
explored in 2015/6. Furthermore, all cases where breach action is being considered must be discussed with a Practice Specialist through a compliance panel to identify any other appropriate courses of action whilst adhering to National Standards.

5.6 Seeking Young People's views

The YOT has recently participated in the HMIP 2014/15 Inspection of Youth Offending Work eSurvey. Surveys completed by Nottingham young people have been aggregated with those of the other YOTs to produce a national picture which will help the HMIP inform their inspections and form part of their annual report on the quality of youth offending work.

Thirty surveys from Nottingham young people were used in this work and their aggregate returns provide a positive reflection on the work of the YOT.

- 28/30 (96%) said that the YOT took their views seriously all or most of the time
- 30/30 (100%) said they were treated fairly by YOT staff all or most of the time
- 29/30 (97%) said that the service they have received had been good
- 26/30 (87%) said that they were now less likely to offend



“People assume you know right from wrong”

These returns reflect a more collaborative approach to developments at the YOT under the title: **Involve, Improve, Inspire?**

This concerns:

- *listening to young people's concerns, interests and needs*
- *responding to what young people say by involving them as partners, contributors and agents of change in areas that affect them*
- *reforming experiences/resources with and not for young people*

A partnership approach

- *This is about young people having input into defining what, where, when and how they can affect change.*
- *The sharing of power with young people can be controversial, especially in a statutory environment.*

Following feedback from young people about the layout and décor of the YOT's reception area, a working group was established consisting of a number of young people supported by two members of staff. Its aim was to present ideas on how best to improve the area and in doing this, they developed a 3D model of how it should look. This formed the basis for extensive refurbishment and redecoration of the area which was completed in early 2015.

6. SERVICE DELIVERY AND INNOVATION

6.1 Child Sexual Exploitation (CSE)

The YOT continues to recognise the importance of identifying signs of CSE within the service we deliver. This is done by ensuring that ALL new cases are screened using the CSE screening tool to detect any areas of concern.

ANY CHILD.... ANY PLACE.... ANYWHERE

Plans and Priorities

- Basic and intermediate accredited training will be delivered over the next year to ALL case managers and preventative staff within the YOT. This will then be rolled out to the wider teams within Nottingham City Council.
- A CSE information sharing group (consisting of case managers from all localities, health, education and substance misuse teams) will meet bi-monthly within the YOT to enable staff to share good practice, raise any concerns, receive peer support and mentoring and share information which will then be disseminated to all teams within their locality team meetings
- The YOT will ensure that there is representation at the CSE Cross Authority Group and the Concerns Network Meeting to ensure information is shared thoroughly.
- The YOT will continue to inform Judges, Magistrates and Court Staff of CSE concerns and the effect this has on young people
- In partnership with education representatives, information will be collected over the next year relating to young people who are currently 'missing' from education, in particular identifying and mapping areas with a high percentage of elective home educated young people and cross reference this information with Police and other Partner Agencies where there are high concerns connected to CSE.
- YOT case managers will be delivering Healthy Relationships Group Work to both boys and girls and will also be delivering preventative programmes to schools focusing on CSE.

"They explained things in a way that would help me"

6.2 Harmful Sexual Behaviour (HSB)

Nottingham City YOT is taking part in a pilot for an Operational Framework for Children and Young People with Harmful Sexual Behaviours. This pilot will take place over the next year and once completed will be rolled out nationally. It aims to offer an integrated framework to support local work with children and young people who have displayed HSB and their families, through the development of clear policies and procedures.

Plans and Priorities

- The Assessment of Sexual Harm Arrangements panel (ASHA), which is held every 3 weeks, will continue to assess and offer consultation to partner agencies in relation HSB. This panel will assist with diverting young people from the Criminal Justice System by identifying appropriate interventions to assess and address HSB.

- Over the next year the YOT will ensure that there is at least 1 case manager within each locality who is AIM2 trained and can work using the Good Lives Model in relation to cases where HSB is a concern and to provide consistency.
- Nottingham City recognise that early intervention is key in addressing HSB and there will be a Targeted Youth Support worker trained in using the AIM2 assessment model and will be able to deliver interventions at the earliest opportunity to secure better outcomes and risk assessments.
- The YOT will identify lead practitioners within each locality team to champion work with HSB.

6.3 Signs of Safety

Nottingham City Council has implemented the Signs of Safety approach across its Children and Families department, including the Youth Offending Team. The Signs of Safety approach is a relationship-grounded, safety-organised child protection framework designed to help families build real safety for children by allowing those families to demonstrate their strengths as protection over time. This strengths-based and safety-organised approach to child protection work requires partnership and collaboration with the child and family.

"I get on better with my mum"

It expands the investigation of risk to encompass strengths and signs of safety that can be built upon to stabilise and strengthen the child's and family's situation. Central to this approach is meaningful family engagement and, in particular, capturing the voice of the child. A format for undertaking comprehensive risk assessment - assessing for both danger and strengths/safety . The approach is designed to be used from commencement through to case closure and to assist professionals at all stages of the child protection process.

Plans and Priorities

- All YOT Case Managers and Targeted Youth Support Workers to attend all relevant Signs of Safety training. This should include training on Danger Statements and Safety Goals.
- YOT documentation to be further amended to incorporate signs of safety and this to include ASSET plus.
- The YOT to be represented at the Signs Of Safety Leads group, Signs of Safety Multi-agency meeting and Signs of Safety strategic group.
- Case Management Meetings to be organised along the Signs Of Safety model.
- A YOT Case Manager to attend five day specialist training in Signs of Safety and then take on the role of further integrating SoS at the YOT.

6.4 AssetPlus

Nottingham YOT will be adopting AssetPlus in August 2015. Extensive preparation for this major change began in 2014 with the deployment of YJILS (Youth Justice Interactive Learning Space) Assessment & Planning Foundation Training. With the increased application of professional judgement in AssetPlus, it was important that all practitioners were able to demonstrate key foundation and assessment planning skills. This training was to support the development of these skills and set the baseline for the classroom training that follows for all practitioners in June, July and August 2015. The YOT has also been an early adopter of Mandatory Screening Tools within the Assetplus Framework. The YJB have released tools to prepare and adopt AssetPlus business changes ahead of technical deployment. The tools replicate what is provided in the framework, allowing practitioners to recognise some of the improvements and benefits of the framework early. The nationally standardised set of questions have been researched with local, government and specialist organisations and consist of: SLCN (Speech, Language,

Communication & Neuro-Disability) Tool; Desistance Table (Factors for and against desistance, measuring the journey a young person has made); Physical & Mental Health screening Tool; Audit (Alcohol) Tool and Self Assessment Tool. Each tool is designed to assist practitioners to make better assessments of young people to achieve better outcomes.

6.5 Vanguard Plus

Vanguard Plus is the multi-agency Ending Gang and Youth Violence scheme, led by Nottingham City Council. The main focus of the team is to address the activities and behaviours of individuals mapped as urban street gang (USG) members. It also manages a number of organised crime group members (OCG) who have links with USGs. Vanguard Plus has been established since November 2011. The YOT has two seconded case managers operating within the team, who manage a number of identified young people subject to court orders. The intelligence-led approach informs risk management, and enables case managers to offer a more flexible and responsive service to those young people at risk, and divert from crime. The work is supported through police colleagues in the team to ensure that a more intensive package of support is delivered to facilitate lifestyle changes. Third sector premises, such as the Community Recording Studios, have acted as a venue for engagement and developing the relationships between individuals and police colleagues, to decrease risk, and increase desistance. Vanguard Plus has been instrumental in managing high profile and high risk individuals in identified (mapped) locations within the city.

“The YOT showed me that if I went back to court I could have a chance of going to prison ”

Plan and priorities

- to promote the service with YOT colleagues to identify appropriate young people for transfer or co-working.
- to continue to strengthen partnership approach in managing those young people at risk of gang violence.
- to develop specific groupwork for young people working with Vanguard Plus (eg with HMP Lowdham Grange)
- to further develop community links eg EPIC (via Prince’s Trust Foundation), and CRS.
- to continue to develop protocols with local third sector providers.
- to continue to advocate for those young people at risk who do not directly live within the priority-funded localities.

6.6 Prevent/Channel

Channel is a preventative, early intervention approach intended to prevent young people from becoming vulnerable to radicalisation or supporting terrorism. It sits under the PREVENT umbrella, which was piloted in 2007 and rolled out nationally in 2012. The vulnerable nature of people at risk of being drawn into violent extremism means that the local authority and related agencies play a primary role in identifying and reducing this risk.

Channel is a multi-agency safeguarding programme which operates throughout England and Wales. It provides tailored support to people who have been identified as at risk of being drawn into terrorism/violent extremism. The support offered can come from any of the partners on the panel, which include the local authority, police, education, and health providers. Support will often involve experts who understand extremist ideology. Engagement with the programme is entirely voluntary at all stages.

Plans and Priorities

- The YOT is a key member of Channel panels and in 2015 has taken on responsibility for chairing these.
- All staff are to be trained throughout 2015/16 in Prevent/Channel Extremism awareness ensuring stronger links are maintained between the YOT and Prevent/Channel.

6.7 National Standards

In response to the Justice Green Paper, (Breaking the Cycle: Effective Punishment, Rehabilitation and Sentencing of Offenders), the YJB released a trial set of new National Standards in April 2012. These were a condensed and a less prescriptive version of the 2009 standards. YOTs had until October 2012 to decide how to implement the new standards prior to the pilot going live. The evaluation ran until April 2013, after which the expectation was that all YOTs would implement them. In May 2012 the YOT Management Board decided it was preferable not to implement the new standards but remain with the 2009 standards.

The National Standards define the minimum required level of service provision consistent with ensuring:

- delivery of effective practice in youth justice services.
- safeguarding of children and young people who come into contact with youth justice services.
- protection of the public from the harmful activities of children and young people who offend.

To ensure we are compliant with the requirements of National Standards, the YOT has established a Quality Assurance Framework which is now firmly embedded within practice. We are able to monitor and track performance on a case by case basis, by individuals and by teams. The introduction of the Compliance and Practice Specialists in 2013 has given us a level of scrutiny over case work which we previously did not have. The work of the Practice Specialist is also monitored through an assessment of management oversight.

In March 2015, as a consequence of the advances in accountability and scrutiny through the quality assurance framework and the investment in the practice specialist role, the YOT Management Board decided to implement National Standards 2013.

6.8 Education, Training and Employment

The Nottingham YOT ETE Team continues to screen all young people's ETE status with a subsequent allocation to an appropriate specialist who will address any barriers to learning or employment. The team, which includes two Futures personal assistants, engages with a range of education providers in order to improve young people's recruitment and retention and the performance figures for 2014/15 highlight the challenges faced as well as some effective contributions.

The YOT continues to monitor the allocation of four Targeted Youth Support workers to secondary schools with high levels offending within the school cohort. Feeding from this scheme has been positive from all the schools involved.

The ETE team has developed detailed pathways by which young people with special education needs can be supported in transition from community to custody in accordance with Children's Act 2014 and YOT staff have been supported in their use of a screening tool for

identification of speech and communication needs. The YOT has recently decommissioned an employability provision which had been jointly funded with Children in Care, as analysis demonstrated it did not provide value for money.

Plans and Priorities

- The team is planning a new employability programme following the end of the above project. This will be developed with the care leavers' team and will target NEET young people in both service areas.
- The ETE team will continue to benefit from the on-going secondment of two Futures Personal Assistants. They will prioritise the engagement of the most difficult to reach young people in addressing NEET figures; to further foster positive links with education providers that offer appropriate support and learning opportunities (Street wise, Babington College, City council (young people in care apprenticeships), Prince's Trust, NCN College, Stephenson College).

"My YOT worker helped me write up a CV and helped make it look more professional on the computer"

6.9 Transitions: Youth to Adult (Y2A)

The numbers of young people in the youth justice system have reduced, but those who remain have greater and more complex needs. Many of these will transfer to adult services on reaching their eighteenth birthday. The point of transfer to NPS (National Probation Service) and CRC (Community Rehabilitation Company) is a critical time for the young person involved, and for professionals who work together to ensure that the welfare of the young person is not adversely affected, and that risks to the public are minimised. Transfer also has the potential to disrupt plans and undermine progress made, and may also coincide with changes in service delivery from other providers involved with the individual. It is known that this transitional period is crucial and can have negative outcomes if not conducted properly. There is also a high level of breach for those young people transferred to adult services. In the last 12 months, the transitions protocol has been adapted to include the newly formed CRCs.

Plans and Priorities

- Six weekly transition meetings to continue with NPS, CRC and the YOT to monitor young people reaching their 18th birthday, and eligible for transfer, until the information portal is introduced.
- Information sharing portal (Y2A) to be implemented in the YOT and across the partnership. It is a web-based information sharing system that will enable information about young people to be shared with criminal justice partners. Training to be delivered by the YJB.
- Probation colleagues, seconded to the YOT, to lead on transferring cases via the portal.
- The transfer protocol to be revised between Nottingham YOT, Nottinghamshire YJS, NPS Midland Division and the Derbyshire, Leicestershire, Nottinghamshire and Rutland CRC.

6.10 Targeted Youth Support

The role of the Targeted Youth Support (TYS) workers at the YOT is to provide high quality early interventions tailored to the needs of children and young people and their families where risks of involvement in crime, anti-social behaviour or gang-related activities are identified. The

primary outcome required is a further sustained reduction in first time entrants, and continued reductions in youth crime and anti-social behaviour.

Plans and Priorities

- Referrals come via the locality Young People's Panels. These panels are due to reviewed by a senior manager in Early Help Services to ensure they are fit for purpose.
- To dovetail with the above, the YOT leadership team will review its referral process, usage and criteria for the TYS workers.
- A quality assurance process will be established for the TYS Team, and their assessments and plans will be fully integrated into ASSET Plus.
- The TYS workers will maintain its good working relationship with other agencies and will seek ways to work even more collaboratively to ensure good outcomes for young people.
- TYS managers will engage a wider range of partners in the shared objective of diverting young people from the Criminal Justice System.
- To embed phase two Priority Families' approach into TYS case management practice.
- The YOT Victim Liaison Officer will refer young victims who are at risk of criminal activity for TYS intervention.

"I've always wanted to go into the infantry in the army and wouldn't be able to with a record"

As well as working on our individuals cases, TYS workers have also started working with groups of young people, whether it is in a school setting or out in the community. The groups that are targeted are usually friendship groups that live in the same areas and usually socialise together during and after school. The groups targeted are usually referred by local PCSO because of their anti -social behaviour in the particular locality. The following describes an example of this group approach:

We have recently done some work like this in the Clifton area. We had 8 young people who were causing anti-social behaviour at a local shopping precinct. All young people involved were identified as being friends who hung around together, playing inappropriate activities in built up areas, where pedestrians were walking around and windows could be broken. They were also being excessively loud and unintentionally threatening to passers-by. The local PCSOs often had to ask the group to move on from the area on a regular basis, especially when damage was caused to property or when shop owners or members of the public confronted them because of their inappropriate behaviour.

The majority of group members were identified as students at the local school, some of whom had been excluded. We arranged two visits to the school to meet the group and to do some work on "joint enterprise" and the effects of anti-social behaviour on a community. We used videos and activities to engage the group and asked questions to the group and to individuals to check if they understood the implications of their anti-social behaviour on their community. The young people that were excluded from school were seen individually

at their homes. Within the group, individuals were identified that needed extra work on other areas of their lives such as boundaries setting at home and healthy relationships.

To thank the group for their participation in the activity and work undertaken we have offered to take them to boxing sessions and also paintballing when it is appropriate for them all to participate. We are also waiting to see if we get some positive feedback from the PCSO's that the anti-social behaviour had stopped.

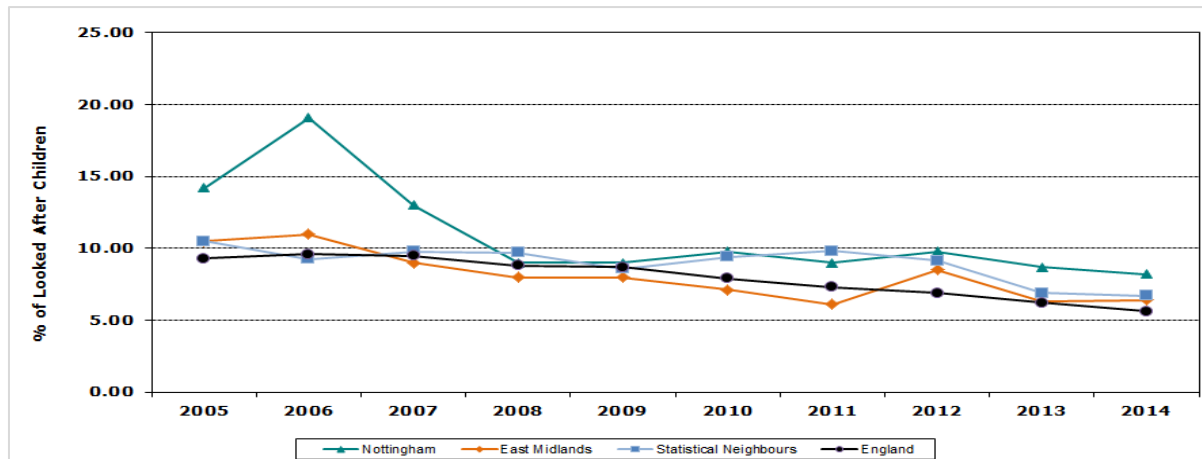
6.11 Children in Care

The YOT continues to recognise the importance of having a YOT Lead for Children in Care (CiC) and, is working together with the CiC Police Officer, to reduce offending and safeguard all children in care. The YOT Lead will chair Network Meetings with Local Authority and private care providers, to share best practice, identify any concerns at the earliest opportunity, and promote resources for children in care. The YOT will continue to listen to and promote the voice of children in care, our responsibilities as set out within the CiC Charter, and use learning from the annual 'Have Your Say' survey of children in care to inform what we do.

"Some young people might rebel against sanctions. But a consequence doesn't have to mean phoning the police"

Chart 6 shows the percentage of children in care subject to criminal proceedings in the year. It shows that, whilst Nottingham has a marginally higher rate than other comparative groups, the rate has fallen alongside other groups but at a higher rate than them.

Chart 6: % of children in care subject to conviction, final warning reprimand (pre LASPO), Youth Caution and Youth Conditional Caution during the year



Plans and Priorities

- The YOT Lead will continue to drive for stronger identification and analysis of offending amongst CiC, to identify and promote opportunities for appropriate diversion and allow us to target resources.
- The YOT Lead will continue to support the YOT Restorative Justice Lead in the roll-out of restorative approach training to carers throughout 2015.
- The YOT Lead will continue to work alongside Nottinghamshire Police, the Crown Prosecution Service and Social Care to support the sign off and launch of a protocol to reduce the criminalisation of CiC in 2015.
- The YOT Lead will plan and deliver a 2015 multi-agency 'Safeguarding CiC' event with the CiC Police Officer, in consultation with the CiC Council. This event will promote shared learning and reflection, and sign-post to developments in practice.

6.12 Resettlement

The YOT is represented on both the strategic and operational groups of the East Midlands Resettlement Consortium. The aim of this is to improve communication between the custodial estate and local YOTs in order to promote good and consistent practice. It is also to highlight blockages so that these can be addressed and, in some cases, escalated.

As a local YOT we have introduced the Speech, Learning, Communication and Neuro Disability screening tool early so that the approach of the YOT and the custodial estate can be more needs-led. We also have a requirement to assess young people's understanding of the impact of their behaviour on victims in preparation for release.

There has been liaison with the Disability's Trust Foundation (given the prevalence of Traumatic Brain Injury amongst the target group) so individuals will be screened by the YOT. Again, this promotes a service that is needs led. The Resettlement Consortium also has access to a budget for specific support or practical items which we are able to apply for through a Request for Service Form. This can be for anything that will help young people settle, such as boots or work clothing. We have also liaised with Mixed Foundations who can undertake specific work in relation to identity and self esteem as well as mediation for families.

Plan and Priorities

In terms of planning up to and including 2017 the Resettlement Consortium has a number of overarching principles that have been pulled into more specific targets, where consistent problematic areas impacting on resettlement have been identified.

- Additional money for this financial year will be provided for each YOT (£10,000) to ensure that accommodation can be secured prior to release (when there is a funding issue). It is envisaged that the additional money can also be used for floating support services, furniture, and general support for young people returning home.
- Specific training on Traumatic Brain Injury is being paid for and delivered through the resettlement consortium. This will be for consortium members with an expectation that this is cascaded to wider YOT staff to improve practice.
- Funding is available for Linked Youth Workers in Werrington and Wetherby YOI's to support young people in preparation for release and maintain contact post release. The purpose of this support will be emotional and practical and will include positive leisure

actives, support in application for ROTL, support in maintaining contact with family members. (This has been approved but the details are to be further specified).

- A joint protocol for chairing custodial reviews across secure establishments/YOTs has been established to promote consistency and equality of opportunity. This should also improve end to end planning.
- Individual Resettlement Grants are also available across the region.

6.13 Substance Misuse services

*“When I first came to the YOT
In used to take drugs and be a
little s**t and now I’m sticking
to everything I feel a better
person and don’t do either
anymore”*

Lifeline Journey provides support for young people under the age of 18 and their families in Nottingham to reduce the impact of substance misuse, support recovery and to challenge inequalities linked to drug and alcohol use with the aim of decreasing the associated risks of re-offending and to promote healthy, pro social lifestyle choices. Lifeline Journey works with a wide range of young people, from those needing a bit of advice to those needing long term support. Referrals are accepted from the YOT and professionals as well from young people themselves.

There are 2 allocated workers based at the YOT and 1 who oversees the work for Youth Conditional Cautions. As well as work with young people staff are also available for consultation and advice for YOT staff.

Plans and Priorities

- A whole family approach will be used when YOT referrals are received, Lifeline Journey will offer family support to siblings/parents as required.
- Lifeline Journey will take part in the training of volunteers
- Lifeline Journey will establish links with Social Care to ensure that children in care have access to the same service as other young people

6.14 Physical Health

The YOT believes that children and young people who are healthy and safe are more likely to stay away from crime and anti-social behaviour. 2 nurses from the Nottingham City Care partnership are located at the YOT office and are available to offer support to young people and advice to YOT staff. Young people are also able to drop in without a fixed appointment.

The core aims of the Youth Offending Team Nursing Service are to support and deliver a Tier 1 health and wellbeing service to all children and young people by:

- Enabling young people to have equal access to health care according to health needs
- Ensuring young people feel safe and are safeguarded

- Supporting young people to be involved in making decisions about their healthcare both at the individual level and in relation to service planning and development.
- Offering general health advice and signposting/referring to other agencies
- Supporting young people and their families to be physically and emotionally healthy
- Working with young people to raise awareness of their own health risks, and knowing how to minimise risk
- Supporting the core function of the YOT by completing health assessment reports
- Offering advice, information and support to case managers specifically related to a health need of a child or young person

Plans and Priorities

- Nurses will play an active role in Assessment of Sexual Harm Arrangements panels
- Nurses to deliver training for volunteers/magistrates/new staff
- Nurses to play an active role in the delivery of YOT Healthy Relationships group

*“I go to the gym
and I feel
healthier”*

6.15 Mental and emotional Health

The CAMHS Head to Head Team (H2H) assess and intervene to support the mental health needs of young people who are in contact with the Youth Offending Team. Workers from the H2H team attend the YOT two afternoons per week to offer consultation to staff and to discuss referrals.

After an initial assessment, a care plan is developed. Alongside this, appointments, relevant information and progress are shared with the YOT case manager. H2H attempt to work with all young people within a systemic/family framework. This means they will attempt to work with the parents/carers/ guardians of young people, whilst also offering direct intervention to young people, where appropriate. When direct work is not appropriate, or a young person refuses to see a H2H worker, consultation, liaison and advice is offered to the YOT case manager regarding how they can utilise existing helpful relationships to carry out an assessment of emotional and mental health need, and deliver targeted emotional health interventions.

H2H will engage young people in making choices about their mental health assessment and intervention. They will be given options about where they want to be seen and whether they prefer a male or female worker. They will also be asked what treatment/intervention they would prefer.

Plans and Priorities

- A nominated H2H worker will regularly attend Youth Conditional Caution panels
- H2H staff will play an active role in the delivery of volunteer training (panel member/magistrates)

6.16 Attendance Centre

The Nottingham Youth Attendance Centre (AC) was transferred from the management of the National Offenders Management Service (NOMS) to Local Authorities on 1st April 2015. Any young person who appears before the Court and is sentenced to a Youth Rehabilitation Order (YRO) with an Attendance Centre Requirement must attend the centre for between six and thirty-six depending on the age of the young person and the seriousness of the offence. The AC delivers a number of offence focused programmes, sessions designed to meet the need of the YOT which include two reparation programmes, woodwork and cookery.

Plans and Priorities

- In August 2015, the AC is to move to city centre premises at *NGY myplace*. This state of the art and dedicated youth resource presents opportunities to deliver new and exciting sessions with the young people.
- The AC will be reviewing all its provision and design new programmes of activities and intervention. These will be more closely aligned to the YOTs other provision.
- The AC will provide regular and detailed feedback on young people's attendance and engagement at the provision.

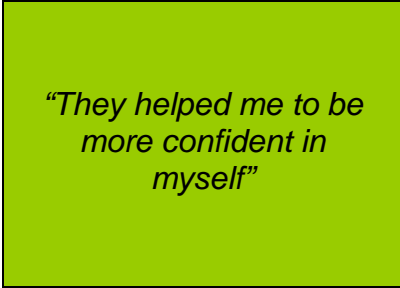
6.17 Group work

In 2014, the YOT purchased a range of new programme material to allow for greater scope within both individual and group work settings with young people. It is acknowledged that our approach to individual and group work programmes has changed in line with the changing behaviours in young people. There was a need for a general offending program that was not overly prescriptive, that allowed facilitators the room for sufficient manoeuvrability whilst incorporating their existing knowledge base and skill sets. It has allowed a flexible, inclusive approach that generates discussion and participation.

Plans and Priorities

The following programmes will be delivered throughout 2015-16:

- Gang & weapons
- Girls' healthy relationship group
- Trent university court study
- Substance awareness
- Tackling offending behaviour group
- Knife crime
- Peer pressure
- Robbery group
- Victim awareness group
- Boys healthy relationship group
- Girls group
- Safer driving awareness



"They helped me to be more confident in myself"

- Independent living skills
- Racism & citizenship
- Tackling offending behaviour group
- Youth steering group

6.18 Girls' Group

The Girls Group programme covers topics such as self-esteem, healthy relationships, drug use with a special focus on legal highs and sexual exploitation paying close attention to how to stay safe online. The YOT nurses have helped to deliver the session on healthy relationships and a worker from Lifeline has helped facilitate the session on drug use.

We also have free access to all of the resources at The Nottingham Contemporary and are therefore able to provide a safe space to run the group, away from our office, which will hopefully make it a more positive experience for the girls. Part of their offer includes having an artist involved in the last hour of the session to do a creative activity with the girls which links into the work that has been covered the previous hour.

Plans and Priorities

- We are keen to develop and expand upon the work done with The Nottingham Contemporary will continue into the future and that the Girls Group will continue to run from there and to benefit from what they can offer us.

6.19 Visits to HMP Lowdham Grange

The Lowdham Grange project began in October 2013 and involves taking a maximum of 6 young people from the YOT to Lowdham Grange Prison, an adult Category B Prison, where they meet a selected group of prisoners who each give a talk to the group about their lives and their offending. Some of the prisoners that have been involved in the project have been involved in the criminal justice system since they were teenagers and some have also been involved in the care system. They are there for a range of offences and sentence lengths range from 4 years to life.

Plans and Priorities

- We aim to develop an event we held looking purely at "Joint Enterprise". All the prisoners on the event were serving sentences after being convicted under the Joint Enterprise Law..

6.20 Priority Families

The YOT Service Manager has strategic links with the Head of Targeted Services for the development of the Priority Families programme (Nottingham's approach to the Troubled Families agenda) and the YOT, both in its statutory and preventative roles is integral to a partnership approach to the identification of families in need of a Priority Family approach and to demonstrating improved actions through a more integrated 'whole family' service delivery in line with Government requirements.

In 2015/16 the expectation is that, with the support of the Priority Families Co-ordinator and Family Intervention Project leads, the YOT will work with around 80 families using the methodology and resources available. This will be monitored through the Priority Family Board and integrated into the YOT's Quality Assurance Framework.

The Priority Family programme is targeting help and support to those families who need it most. We are working to ensure that our families receive the right help from the right people as early as possible. By focussing on the whole family, the approach is designed to reduce the number of repeated, single agency interventions, and is co-ordinated by a Family Partnership Practitioner.

Plans and Priorities

- The YOT will contribute to Nottingham City Council's target of working with 1,200 Priority Families for 2015/16.
- YOT colleagues will continue to be trained/updated as Family Partnership Workers to enable them to work on a small number of identified YOT cases where the Priority Family criteria are met.
- Targeted Youth Support workers will also become Family Partnership Workers for identified families.
- The YOT has seconded a case manager to an Accredited Practitioner role, who will continue to lead and co-ordinate practice, and operate as Priority Family mentor to YOT colleagues.

6.21 Restorative Justice

Nottingham YOT has signed up to complete the Restorative Service Quality Mark (RSQM) and aims to achieve this award in the autumn of 2015. The RSQM will have a wide range of benefits for services which hold it, as it provides developmental and self-reflection opportunities as well as a final assessment. These include:

- Service users receiving a better quality of service
- Demonstrating that evidence-based effective practice standards are met and maintained, enabling senior management to have confidence in the service they provide to the public
- Receiving external verification and independent recognition for the restorative work your agency undertakes
- Enhanced organisational learning and continuous improvement through the RSQM process
- Additional benefits for staff and volunteers from working in a restorative environment

"My YOT worker was always trying to help and give me positive things to look forward to. She always listened"

7. PRIORITIES AND ACTION PLAN 2015-17

Table 16

Priorities		Areas for Action	Service Lead	Timescales	
				To review	To complete
1	Interventions are responsive to diverse risks and needs of children and young people	Implementation of Assetplus according to desistance	Gemma Lewis	October 2015	December 2015
		Adoption of 2013 National Standards	Wilf Fearon	October 2015	December 2015
		ALL new cases are screened using the CSE screening tool to detect any areas of concern.	Racheal Osborne	October 2015	July 2015
		Review and recommissioning of provision for children of dual heritage	Nick Orders	January 2016	March 2016
2	Children and young people achieve in education and are ready for employment	Develop in-house Employability Programme	Paul Hook	October 2015	November 2015
		Implementation of SLCN assessments and drive EHC Planning across partnership	Paul Hook	October 2015	December 2015
3	Through positive intervention divert young people at risk of offending away from CJS	Implementation of Performance Framework and QA process for TYS activity	Nick Orders	October 2015	December 2015
		Reduce criminalisation of Children in Care	Bob Uden	October 2015	December 2015
		Work with police to ensure appropriate use of Youth Conditional Cautions	Nick Orders	January 2015	March 2016


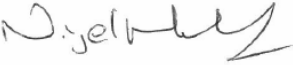



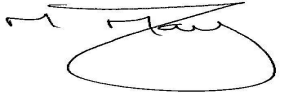


4	Ensure custody (remand and sentence) only used where essential to protect public and achieve positive outcomes for children and young people	Whole sentence planning evident in case documentation	Shelley Nicholls	October 2015	December 2015
		Full engagement in EMRC	Nat Duncan	October 2015	December 2015
		Work with LA colleagues to ensure adhere to LASPO / provide appropriate alternatives to custodial remands	Wilf Fearon	October 2015	December 2015
5	Focus service delivery on interventions to tackle risk of reoffending using most recent data	Implementation of YJB reoffending tracker	Nick Orders	October 2015	December 2015
		Regular team meetings focussing on 'live' offending information	Team Managers	October 2015	December 2015
		Expand usage of range of interventions	Wilf Fearon	October 2015	December 2015
		Incorporate JAC activity into whole YOT Service	Wilf Fearon	October 2015	December 2015
6	Adopt and embed 'whole family' approach to service delivery	Extend allocation of YOT cases as 'Priority Families'	Shelley Nicholls	January 2016	March 2016
7	To promote the physical health and emotional wellbeing of all children and young people overseen by the YOT	Health colleagues to be part of decision making and interventions for Youth Conditional Cautions	Natasha Gayle	October 2015	December 2015
		Develop professional understanding of health issues with workforce, volunteers and other stakeholders	Natasha Gayle	October 2015	December 2015
		Substance misuse services to adopt a whole family approach	Natasha Gayle	October 2015	December 2015

8	Support young adults to maintain compliance with statutory court interventions as they transition to adult criminal justice services	Partnership work in relation to the Reducing Reoffending Board's strategic outcome around young adults' risk of reoffending	Nick Orders	January 2016	March 2016
		Involvement in process with YJB and NPS to review adult systems' contribution to YOTs	Shelley Nicholls	October 2015	December 2015
9	Ensure restorative approaches are embedded across YOT service delivery and with relevant partnership	Work towards RJQM	Wilf Fearon	October 2015	December 2015
		Work with PCC led Board to drive restorative practice across Notts	Shelley Nicholls	January 2016	March 2016
		Improve victim work with young people in custody	Nat Duncan/ Wilf Fearon	January 2016	March 2016
		Drive restorative practices in residential settings	Wilf Fearon	October 2015	December 2015
		Engage with Scrutiny Panel for Out of Court Disposals	Wilf Fearon	October 2015	December 2015

8. APPROVAL AND SIGN OFF

I can confirm that this plan has been approved by the YOT Board

Alison Michalska, Corporate Director, Children's and Adults, Nottingham City Council: Chair, Nottingham Youth Offending Team Board

Name	Designation	Signature (<i>electronic</i>)	Date
Alison Michalska	Corporate Director, Children's and Adults, Nottingham City Council		05/08/15
Nigel Hill	Head of Nottinghamshire National Probation Service		13/08/15
Gillian Young	Legal Team Manager, Her Majesty's Courts and Tribunals Service		01/08/15
John Yarham	Chief Executive, Futures Advice, Skills and Employment		05/08/15
Sally Seeley	Director of Quality and Delivery, NHS Nottingham		10/08/15
Mike Manley	Superintendent, City division, Nottinghamshire Police		12/08/15
Steve Comb	Head of Service, Children in Care, Nottingham City Council		06/08/15
Tim Spink	Head of Service, Nottingham Crime and Drugs Partnership		05/08/15