



<b>Meeting Title</b>	Children and Young People Scrutiny Committee
<b>Report Title</b>	Youth Justice Service Inspection and actions
<b>Meeting Date</b>	26 <sup>th</sup> November 2020

<b>Corporate Director(s)/Director(s):</b>	Catherine Underwood Helen Blackman
<b>Portfolio Holder(s):</b>	Cllr Cheryl Barnard
<b>Report author and contact details:</b>	Wilf Fearon Acting Head Of Service Early Help <a href="mailto:Wilf.Fearon@nottinghamcity.gov.uk">Wilf.Fearon@nottinghamcity.gov.uk</a>

## Overview

- Youth Offending Teams (YOTs) supervise 10–18-year olds who have been sentenced by a court, or who have come to the attention of the police because of their offending behaviour but have not been prosecuted through a court process – instead, they had a response to address the risk of offending without the use of court.
- YOTs are statutory partnerships, they are multidisciplinary and are required to have on their Boards senior representatives from local authority social care and education services, the police, the National Probation Service and local health services.
- Inspections are conducted by Her Majesty's Inspectorate of Prisons (HMIP), along with Ofsted, the Care Quality Commission (CQC), and Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)
- In December 2019, Nottingham City's Youth Justice Service (YJS) was subject to a full joint inspection of the service and its partnerships.
- The overall rating for the service at its recent inspection was Requires Improvement (RI).
- The full inspection report is available to read here:  
<https://www.justiceinspectorates.gov.uk/hmiprobation/inspections/nottcityjis/>.
- There has been some good progress against key elements of the plan but some have been delayed, partly due to the significant change in how we are delivering services in a Covid 19 context. Where there are delays but work is in progress the original dates have been outlined and these will be formally reviewed at the Youth Justice Service Management Board on 16<sup>th</sup> November 2020

## Recommendations from the inspection

- The Youth Justice Service Management Board should:
  1. review the out-of-court disposal process, making sure that cases are presented on time, and that decisions are consistent, based on an assessment of the child or young person, and are agreed by a multi-agency panel
  2. ensure the partnership reviews the number of very young children known to the YJS, and that policies and practices do not result in children entering the criminal justice system unnecessarily
  3. develop victim and restorative justice processes to ensure full consideration of the wishes and needs of victims, and opportunities for restorative justice are applied in every relevant case.
- The Youth Justice Service Heads of Service should:
  4. improve staff's access to clinical supervision and reconsider the use of mandatory interventions while promoting a trauma-informed practice approach to working with children and young people
  5. seek the views of children and young people, their parents/carers and other stakeholders, so that they can inform future service delivery

6. review the quality assurance processes and improve the effectiveness of management oversight in all cases.

#### **Action being taken following the inspection**

- Following inspection, YOTs are required to produce an improvement plan to be accepted by HMI Probation, in liaison with the Youth Justice Board (YJB).
- Nottingham City's Youth Justice Service Partnership Improvement Plan includes seven key objectives, based on the six recommendations from the inspection, plus a requirement for the Board to review the existing YJ Management Board action plan.
- Underneath the seven key objectives sit a number of actions to ensure delivery of the priorities, all of which have a due date and a RAG rating to ensure progress is tracked.

#### **Action taken so far (RAG rated 'green')**

- A joint Out-of-Court Disposal (OOC) Protocol has been agreed and signed by Nottinghamshire Police and the City and County YJS. This includes:
  - Knife crime guidance changes which have been agreed by the Chief Constable.
  - Increased contact with victims - achieved by the improved capture of victim consent to be contacted by YJS in relation to victim impact and/or restorative justice approaches.
  - A management quality assurance sign-off, which now requires ratification by the YJS Board.
- A multi-agency OOC Panel has been convened weekly, with full representation from Education, Social Care, Health, Police, YJS and Play and Youth.
- Representation from Children's Social Care and Education on the YJS Board is in place.
- An Assessment, Planning, Intervention and Review (APIR) process has been implemented for OOC cases, including management oversight and quality assurance.
- Opportunities for Restorative Justice have been incorporated into management supervision guidance, and a specialist case manager function has been included.
- The YJS 'Risk of Harm, Re-offending and Safety and Wellbeing policy' has been reviewed in relation to the use of interventions in accordance with the principles of being a trauma aware service. This was cascaded by managers via email due to Covid-19.
- A Management Oversight Policy has been written to address:
  - The need for countersignature of assessments and plans, including assessment and review of risk of harm
  - Contingency planning in relation to risk and safety and well-being
  - The escalation procedure in relation to decisions made by Social Care.
- A single, current plan is being worked on that aligns the existing YJS and Board plan with the HMIP findings. **(Original due date 18<sup>th</sup> May)**. This alignment has now been completed and was signed off in the 17<sup>th</sup> August YJS Board meeting. There are still a number of actions to complete as outlined in this report.
- A Family Intervention Project practitioner will support engagement with parents. This has been actioned and a FIP practitioner is now reviewing case work to look at where mediation would help. The offer to families includes conflict mediation, parenting support and further training is planned for YJS staff in January 2021 on "reducing parental conflict". This was due by 31<sup>st</sup> October and has started.

#### **Work in progress (RAG rated 'amber')**

- Further exploration is needed of Police Early Intervention data alongside the Serious Youth Violence (SYV) stocktake to ensure this informs action and planning regarding disproportionality. National comparative data has not been available for the last two quarters, but once available this will form part of the next updated Board report. **(Original due date 17<sup>th</sup> August)**. This work is now underway. On 8<sup>th</sup> September HOS and Principal Analysis and Insight Officer and Senior Community Safety Manager met to share data. There is still a delay on the national data, but local analysis has started.
- The YJS has commissioned the TIPE/iCoN programme over the next 12 months to support the move to becoming a trauma aware service. This will include how best to engage with the wider workforce to

adopt trauma aware principles. Sessions have started via remote delivery. **(Due date 31<sup>st</sup> July)**. This training was delayed, but started in June with one final day of the 8 day programme to complete. The trainer had to self-isolate. There is an ongoing programme planned in which regular, monthly clinical supervision will be provided.

- Referral Order Panel and intervention feedback processes have been reviewed to ensure the voice of the parent and child is captured outside of assessment processes. This has been affected by lockdown, but digital solutions are being scoped. **(Original due date 30<sup>th</sup> September)**.
- The process of ensuring children's voices are heard will start with a Task and Finish group, which will include the NCC Participation Lead and Violence Reduction Unit (VRU) youth ambassadors, helping to create Snap surveys for better digital engagement. Staff have undergone Snap Training to enable us to do surveys to capture child and parent voices, but full roll out is delayed by IPad delivery problems. We expect to start snap surveys by end of December 2020. Delayed from 30<sup>th</sup> October 2020. We have an ongoing process of capturing the individual voices of young people and parent carers in the self-assessment of the asset plus but the group work that would help focus and inform the thematic learning is restricted by Covid. A pilot has been started in the EVR Hub to do an 8 weekly review with families and young people, with learning shared in the team meetings to help shape our responses.
- To ensure a cohesive approach between the YJS and Social Care to meet the needs of the child, a joint supervision document has been trialled but has not yet been finalised. This has started led by YJS managers before the September 30<sup>th</sup> completion date, but there have been some delays in embedding this with alternate children social care management. This is a gradual roll out which was intended to start with remand and bail cases held within Social Care locality and Children in Care teams. YJS have piloted this in individual cases where joint supervision has taken place led by the YJS Practice Specialist. A proposed template which has been used now needs to be agreed for wider roll-out. **(Original due date 30<sup>th</sup> September)**.
- IT systems are being reviewed to ensure the case management system is adequate. This work is underway and is referenced in the HoS report for the YJ Management Board on 16<sup>th</sup> November 2020.

#### **Actions at risk of not being completed (RAG rated 'red')**

- The YJS has secured the support of Board members to explore the possibility of commissioning an approved provider who currently undertakes victim and restorative work with a neighbouring YJS. Planned discussion regarding commissioning has been reconsidered due to budget and other options are being explored. **(Original due date 31<sup>st</sup> July)**. Since this point two Case managers have been identified who can take a lead on RJ and victim approaches in combination with the existing processes via Victim Care and the YJS Police. The arrangements for the implementation and delivery of this work are linked to the ongoing discussions regarding the YJS structure.
- Discussions have started on a review of the YJS structure and a leadership meeting has been arranged for further discussion, a change proposal document has also been circulated to the leadership team for feedback. **(Original due date 18<sup>th</sup> May)**. Changes to the YJS structure have been discussed with managers and specialists; however, implementation is currently on hold due to sickness absence of one team manager. It also needs to be noted, to support the implementation of this plan we need to successfully recruit to the Service Manager role to ensure the leadership team has the necessary capacity and resilience, to fulfil the needs of the service. Recruitment to the Service Manager post will take place in the new year.

Covid 19 has impacted all services, during this period the YJS has continued to have contact with all young people open to the YJS. High risk and high safety and wellbeing cases have been prioritised to ensure the service is managing safety concerns and maintaining the confidence of partners and the community. Equally the EVR Hub has continued to offer a prevention service and to work alongside Play and Youth service to ensure those young people at risk but not on a statutory orders are also being offered effective support. The attached chart shows the numbers of young people the YJS has worked with since December 2019.

