



# Strategic Plan 2018-20



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I am pleased to introduce this plan on behalf of the Youth Justice Management Board.

There is much to be proud of here. The service has met all of our strategic priorities for 2017-18, and delivered strongly on diversion of first-time entrants, reduction of prolific re-offending, and reduction of custodial detention. This success reflects a great deal of skilled, hard work by our volunteers, staff and managers, and we thank them for this.

We continue to strive for better outcomes and as a Management Board we are committed to benchmarking ourselves against, and learning from, the highest-performing areas in England. To achieve progress we need innovation and greater integration that recognises and places young people and their families at the centre of our practice. A different, wider and more holistic approach is now needed, working with young people and families through sustained, purposeful and

respectful relationships. Supporting them through positive, restorative journeys, finding solutions within their family and community systems. Underpinned by Signs of Safety and high levels of service integration, this approach will help us to deliver the right service, at the right time and at the right place.

We are ambitious in seeking to reduce professional time spent upon case recording and administration, and double the time spent working directly with young people, in their families, schools and communities. This radical and ambitious change is vital to meeting the complex needs of our most vulnerable children. Our overarching goal is to reduce offending by young people in North Yorkshire, both to promote their individual welfare and to protect victims and communities from harm. In particular we expect to see further reductions of custodial detention, and more effective intervention to support young people in our care.

The Management Board will support this by creating the strategic environment for positive change and improvement, providing resources and maintaining strong partnerships across the breadth of Children's Services and Criminal Justice. We will also explore integrated governance, towards seamless delivery for young people who are often vulnerable to exploitation from others, involved in offending and displaying high risk behaviours.

## Stuart Carlton

Chairman, Youth Justice Management Board



# Introduction

Welcome to our 2018-20 strategic youth justice plan.

Our previous youth justice plan (2017-18), set out five key priorities for performance and development across the service. I am delighted to say that all of those priorities have been achieved, as detailed on page 4 below. I wish to thank the staff team for this achievement, which was delivered by their hard work and commitment throughout a very busy and challenging year.

We have taken a new approach to the development of our new strategic plan, ensuring that it has been framed by the needs and priorities of our service users, staff, partners and stakeholders. They have told us what we do well, and what we need to improve. We have learned a lot from this process, and we are improving our feedback systems to continue learning from feedback.

Like most other areas, North Yorkshire has seen a substantial and welcome reduction in First-Time Entrants to the criminal justice system. This leads to a reduced caseload of children and young people under Court Orders, but these are the children and young people with the most complex and urgent needs. Looked After Children are over-represented in this group and our rate of custodial sentencing is higher than some similar areas. Reducing re-offending in this context requires a different approach. We need to engage these children and young people through influential, trusting and strong relationships, and support positive change within their family, school, peer group and communities. By building self-esteem, optimism, empathy and resilience, and by ensuring we stay alongside young people even in the most challenging of times, we can help children and young people to make better and more sustainable choices.

Our practice emphasis is moving more towards attachment, influence and role-modelling, with high levels of contact with the children, young people and families we work with. We see this as a key factor for positive change and recognise the need to place this change within the context of whole-family working. There are challenges around this in terms of the current requirements relating to assessment and planning and we will continue to be at the forefront of lobbying for change around this so that we can better meet the holistic needs of children, young people and families.

Integration with North Yorkshire's Prevention Service was a vital first milestone in this journey, allowing us to combine our skills and resources into a more effective and broad offer to children, young people and families and an offer that keeps the child and the young person at the centre of all our work.



Julie Firth

Head of Service



# Review of 2017-18 Priorities

<b>Implement the New Service Model</b>	<p>This has been accomplished within timeframe and has delivered the agreed savings. Youth Justice Service provision is now integrated within North Yorkshire's Prevention Service, ensuring a more joined-up, effective and strong focus on prevention, and whole family working.</p>
<b>Reduce Prolific and Risky Re-offending</b>	<p>In April 2017 we assessed 21 children as "High Likelihood of Re-offending". During the previous 12 months this cohort had committed 191 proven offences. These children received intensive, tailored support, and in the following 12 months they committed 107 proven offences (44% reduction).</p>
<b>Reduce use of Custody and Improve Planning when it happens</b>	<p>25 custodial sentences were made upon children and young people in 2016-17, totalling 13,071 days. In 2017-18 we have reduced this to 21 custodial sentences and 5,307 days. However North Yorkshire's use of custody remains higher than our 'family group' comparators and so we recognise we have more work to do. We are also aware of the high representation of Looked After children and girls in our custody population. We are undertaking a "Deep Dive" analysis to better understand the journey towards custody, and to improve our focus upon key opportunities for intervention. We have also established a partnership Resettlement Panel to co-ordinate and improve service provision for custody leavers.</p>
<b>Reduce First Time Entrants</b>	<p>The rate at which children enter the criminal justice system has reduced by 53% in the 21 months ending 31.12.17, and is now lower than both the regional and national rates. The York &amp; North Yorkshire Youth Outcomes Panel was launched in May 2017, to divert appropriate cases to non-statutory support and intervention. 163 children have been diverted by the YOP in the following 14 months, and at 30.06.18 only 17 of them have subsequently re-offended.</p>
<b>Develop Restorative Justice and Victim Engagement</b>	<p>Approximately 70% of identified victims accept information or support from our expert Victim Liaison Officers, and self-reported victim satisfaction with this service is 98%. However we know that we can offer more to victims, especially the young and vulnerable, and we want to further increase the use of restorative practice.</p>



# What the Children and Young People Tell Us

Working with YJS helps us a lot. We gain self-esteem, optimism and positive life goals, we learn to manage our feelings and develop understanding for others.

Most of us have a good relationship with our YJS worker, we appreciate their support and encouragement. Sometimes they are the only adult who seems pleased to see us. If we don't get on with our worker it's really hard, and we don't listen to what they say.

We need more support and opportunities to stay out of trouble, during and after our involvement with YJS. Help us catch up our education and develop positive interests, progress into employment. We want affordable access to sport and practical skills – safe, positive things to do instead of hanging around on the street.

We need to know that you are listening to our feelings and experiences, keeping us involved in planning and decisions about our lives.

Improving our family relationships is really important. Most of us feel bad about the impact of our behaviour at home. We feel that we've betrayed the love and trust of our families, let them down many times. We need help to put that right and make our families proud of us again.

(Compiled from 254 online self-assessments completed by children and young people during their engagement with Youth Justice)



## Key points we have identified for action are

- We will ensure that every child and young person has the opportunity to form a consistent and influential relationship with their YJS worker, and is supported to rebuild family and home relationships.
- We will work with partners to develop wider leisure, sport and learning opportunities, giving children and young people a positive pathway to stay out of trouble and achieve their goals.



“I feel like I can open up and talk about what I need”

“They tell you the truth how it is and try help you”

“I don't want to be known as a street thug”

“Jenny helped me realise I'm still nice”

“Seeing the smiling faces - Vicky and Steph..”

“I feel like they're trying to help someone what doesn't need helping”

“My family said they can't be arsed with me anymore”

“They have trouble trusting me now”

“It gets my mum upset when I get into trouble”

“I want to get a good job, not go to prison, make my family proud”

“I'm worried about going back to the people I used to hang around with”



# What the Parents and Carers Tell Us

We feel sad, hurt and ashamed of our child's behaviour, in the community and often at home too.

We can see that our children are anxious or unhappy, but we've run out of ideas for supporting them. Maybe someone outside the family could get through to them, because we can't.

We need support and empathy from professionals – please understand that we have always wanted the best for our children and we didn't choose to be where we are. Help us to improve this situation without blaming us.

We are very worried about our child's friends and social activities. We need more positive youth facilities so that our children aren't hanging around on the streets, getting into trouble with bad influences, drugs and crime.

We are very worried about our child's progress at school. We want good full-time education for our children, so that they engage and enjoy school, recover their progress. We feel lost and confused when trying to get what we need from the education system.

(Compiled from 67 self-assessments completed by parents and carers at the beginning of their engagement with YJS. We recognise that this is a limited view, and we are introducing closure surveys to gather better feedback about our service's impact)



## Key points we have identified for action are

- We will engage parents with empathy, recognising that they are worried and hurt, and they need our positive support (and challenge) to repair their family's wellbeing.
- We will provide more information, advice and advocacy to parents, supporting them to secure good education opportunities for their children.



“Help her see what she is doing to herself!”

“Frustrated, angry and worried!”

“Very upset and hurt”

“Stick with us, like you are doing”

“Anything positive that will get him away from that crowd”

“It's really bad, she has no fear of anything or anyone”

“Please try and get through to him that he cannot keep up this behaviour. He is going to make a mess of the rest of his life”

“Dave (YJS) is a good help, he talks to Joe a lot to keep him on the right road”

“College, or an apprenticeship”

“Get him back into full-time school”

“He might trust or listen to a male role model...”



# What the Victims Tell Us

We appreciate the support from YJS. The victim liaison workers are very good, they make sure our wishes and needs are heard. Where we have faced serious risk or threats, YJS has been very focused on our safety.

But this support is only available when the offence has been proven against a child. So a lot of victims (at least 80%) might not be getting this help.

We know that many of these children have difficult lives, and we hope they get the support to turn themselves around. It's important to us that something good comes from this.

If we decide to take part in Restorative Justice, this is very well managed, safe and positive for everyone. We think it should happen more often, and YJS should prioritise this.

Some of us are parents victimised by our own children, and some are teachers or care workers. Please understand that our decision to involve the Police was difficult, we wish there had been another way.

Some of us are children and young people, and we are worried about peer exclusion or reprisals because we reported the offence. You have to see it through our eyes, understand that we need support too.

(Compiled from the views expressed to our Victim Liaison workers)



## Key points we have identified for action are

- We will actively engage with partnership consultation led by the Police & Crime Commissioner, to develop a more comprehensive, joined-up and consistent service offer to all victims.
- We will recognise the particular needs of young victims who need more support in recovery, and support the development of appropriate services.



"I don't want him to be made to apologise, but if he chooses to do that I will be happy to accept it."

"The only question I have is why did he choose my house?"

"It's just a daft lads thing. I was 17 once myself, I remember how it is"

"I'm worried that she will come after me again when she's released"

"Thank you for your compassion and lovely words yesterday, they truly helped put the future into perspective"

"It was good to meet the lad, he seemed genuinely remorseful and it gives me something positive to take from this"

"Our family appreciates the kindness and support from Police and YJS"

"I just felt sad for her, because she's only young and hasn't had a good family life"

"Thank you for the support"



# What the Staff Tell Us

We believe in holistic, child-centred practice, using positive relationships to support and influence children and young people towards better lives.

No less importantly, we are committed to the rights and needs of all victims. Restorative practice is at the heart of everything we do.

Our multi-disciplinary team meets a wide range of needs under one consistent plan. By HMIP and YJB standards, we deliver high-quality practice.

We have a good team culture – committed and flexible, supported by skilled volunteers. We feel welcomed and valued by our Prevention colleagues.

Our governance and performance model prioritises deskwork and procedural compliance too much. ASSETPlus is burdensome and excessive in many cases.

Our Youth Outcomes Panel is diverting many children and young people from criminal outcomes, working with Prevention will take this further.

Our children and young people need better access to education, accommodation and CAMHS, they should be recognised as Children in Need.

We need to improve access to Emotional and Mental Health services, which currently exclude many of the urgent needs of our children and young people.

(Compiled from team meetings and 'Signs of Safety' exercises)



## Key points we have identified for action are

- We will re-balance our practice model, reducing desk-based activity to free time for more direct work with service users.
- We will work closely with Emotional and Mental Health services, to improve service access and develop Psychologically Informed Practice.

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“Relationships are the key to positive change!”

“Streamline assessment and planning paperwork. Positive change should be our key metric”

“Urgent effort to get our children and young people back into positive education”

“National procedures and requirements are a major barrier to transformative change”

“More priority for direct work with the children and young people, their families and peers, school, victims etc.”

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# What the Strategic Partners Tell Us

The integration of youth justice into NYCC Prevention appears to be going well, leading to improvement of the services offered to children and young people, families and victims.

We would like to see more joint partnership initiatives with York YOS and Police, e.g. the Youth Outcomes Panel and PACE Working Group.

We recognise the commitment and skill of the staff team, their ability to foster effective relationships with children and young people and their families, and the excellent Restorative Justice and victim work.

We are pleased by the substantial reduction of First-Time Entrants, but we want to go further. Offending and anti-social behaviour by children and young people should be understood in the context of adolescent development and risk-taking, and diverted where possible to holistic, integrated support.

Improved diversion is leading to fewer children and young people under statutory supervision, but often with greater needs and risks. To reduce their high re-offending and achieve good outcomes will require stronger links to emotional and mental health services, education and accommodation etc.

We want to deal with this holistically, integrating our services and governance as far as possible so that troubled children and young people receive consistent and comprehensive support.

Nationally-driven procedures and protocols are sometimes getting in the way of achieving outcomes, and we will support the operational team in exploring ways to streamline this.

(Compiled from consultation during our service review, and "Signs of Safety" analysis carried out by the Management Board)



## Key points we have identified for action are

- We will improve the integration and co-ordination of youth justice with other services.
- We will explore the potential for more integrated governance of adolescent risk-taking behaviour.

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“We are committed to supporting improvement of Youth Justice services”

“Re-offending rates are still too high”

“Bring gaps and challenges to the Board, and we will find the solutions”

“Children first, offenders second”

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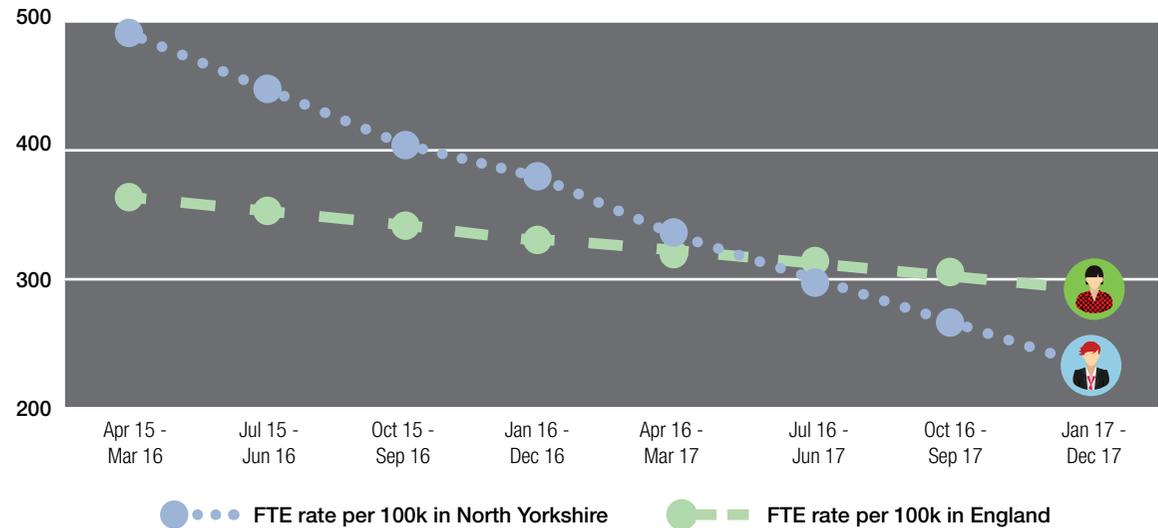
# Performance Objectives

## Reduction of First-Time Entrant Rate

Research shows that getting a criminal record has severe effects upon a child's self-perception and ambitions. Working closely with NY Police, we "divert" children to positive support wherever possible. We are very pleased with this very strong improvement, and we believe we can reduce FTEs further during 2018-20.



First Time Entrant Rate



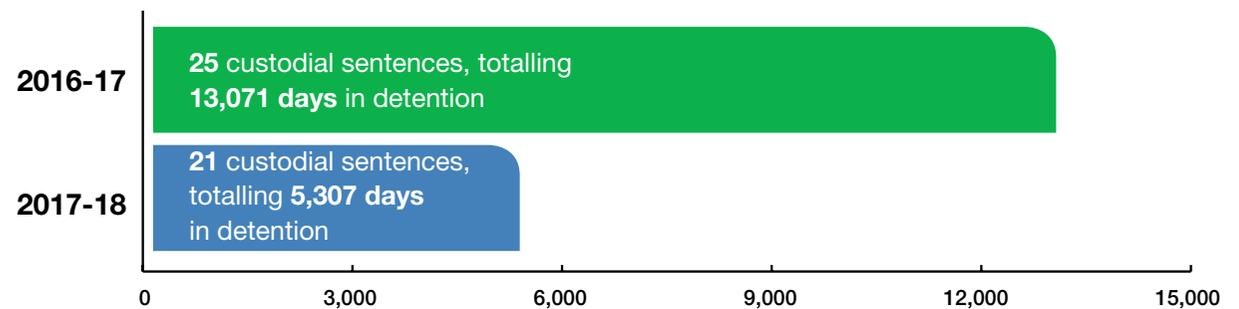
**41%** of children supervised by our service will re-offend within a year, which is approximately the same as Regional and National average.

## Reduction of Re-Offending

This re-offending rate has been achieved despite the very large reduction in First Time Entrants, signifying an underlying improvement in the impact of our work. But re-offending in North Yorkshire is still higher than in other similar areas, and we need to do more. We are concerned by a recent increase of Frequency Rate, and by the disproportionate representation of Looked After children (some of whom are placed in North Yorkshire from other areas). Reduction of re-offending is our key priority for 2018-20.

## Reduction of Use of Custody

Detention in custody is rarely helpful for a young person's long-term reoffending or welfare, and we work hard to offer robust community alternatives. We are pleased by this substantial reduction, and that North Yorkshire's custody rate is significantly lower than the national and regional average. But we also know that other similar areas are achieving lower levels of custodial sentencing, so we can and will deliver further improvement in 2018-20.



# Performance Objectives

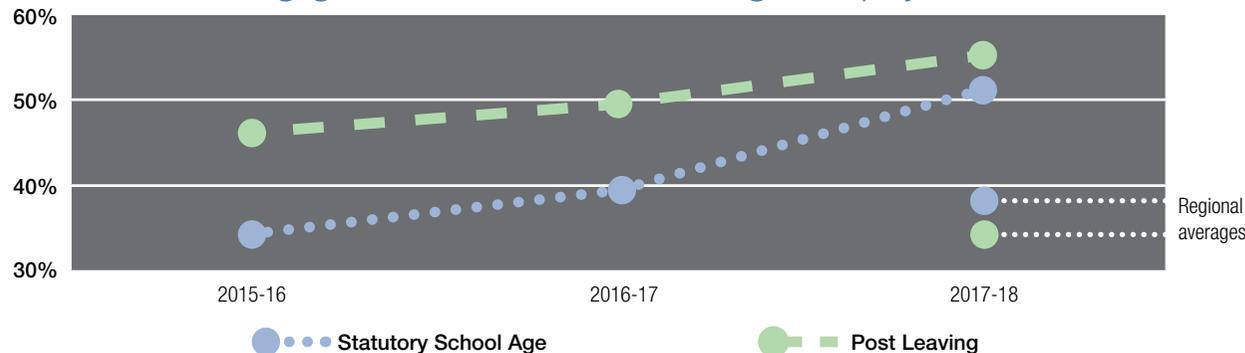
**44%**  
reduction

In Apr 2017 21 children were assessed as High Likelihood of Re-offending, and received intensive, focused support. In the previous 12 months they had committed 191 offences, and in the following 12 months only 107.

## Reduction of Re-Offending by Prolific Cohort

This is a very pleasing reduction, for the young people and also for the community. But we need to go further. 52% of all the cohort offences were committed by only 4 young people, and 6 of the 21 young people didn't stop until they were sent to custody. Working closely with NY Police and other partners, we will build on this success.

Engagement with education, training or employment



## Improvement of Engagement with ETE

Success in education is vital to every child's wellbeing and future life-chances. We are very pleased with this substantial improvement, especially the 50% increase in school-age engagement. North Yorkshire is well ahead of national trends, and we will raise engagement further during 2018-20.

**70%** of victims accept information or support from the Youth Justice Service



**98%** satisfaction rate

## Improvement of Victim Participation and Satisfaction

We are proud of our commitment to the rights and needs of victims, led by our expert victim liaison workers. Our ethos is that every victim should feel safe and listened-to, and have the opportunity to engage in restorative justice if they wish to do so. Our ambition now is to increase face-to-face restorative justice activity, which has strong and well-proven benefits for both the victim and the harmer. We will also further improve our support to young victims of crime, recognising the impact of this in their peer context.



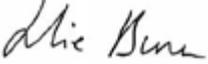
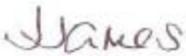
# Operational Delivery Objectives

What Do We Want	What We Will Do	How We Will Know
<b>Every child will have a positive and influential relationship with their YJS worker</b>	<ul style="list-style-type: none"> <li>Invest time making in relationships</li> <li>Recognise trust and influence as tools</li> <li>Discuss and reflect in supervision</li> <li>Listen to children and young people and parents</li> </ul>	<ul style="list-style-type: none"> <li>Feedback from children and families</li> <li>Improved self-esteem and optimism</li> <li>Better compliance with supervision</li> <li>Improved attainment and behaviour in school</li> <li>Reduced offending and ASB</li> </ul>
<b>Parents and carers will feel positively supported by their YJS worker</b>	<ul style="list-style-type: none"> <li>Engage parents with empathy</li> <li>More contact, talking and listening</li> <li>Encouragement and constructive challenge</li> <li>Further develop whole-family working approach</li> </ul>	<ul style="list-style-type: none"> <li>Feedback from children and families</li> <li>Improved self-esteem and optimism</li> <li>Reduced need for agency support</li> <li>Reduced offending and improve outcomes</li> </ul>
<b>Young victims will receive enhanced support, recognising their particular vulnerability to re-victimisation and reprisal</b>	<ul style="list-style-type: none"> <li>Provide personal caseworker where needed</li> <li>Access to specialist therapy and support</li> <li>Offer RJ and mediation in peer context</li> <li>Support for parents and carers</li> </ul>	<ul style="list-style-type: none"> <li>Feedback from young victims and their families</li> <li>Improved self-esteem and optimism</li> <li>Reduction of re-victimisation</li> <li>Increased confidence in the justice system</li> </ul>
<b>YJS staff will spend more of their time on direct work with service users</b>	<ul style="list-style-type: none"> <li>Value and prioritise direct work</li> <li>Streamline desk-based activity</li> <li>Visit families and schools regularly</li> <li>Respond quickly to adverse events</li> <li>Introduction to signs of safety approach</li> </ul>	<ul style="list-style-type: none"> <li>Feedback from children and families</li> <li>Improved engagement and attainment</li> <li>Improved self-esteem and optimism</li> <li>Reduced offending and ASB</li> <li>Direct work clearly evidenced</li> </ul>
<b>Closer collaboration with Emotional and Mental Health services</b>	<ul style="list-style-type: none"> <li>Improve pathways to EMH support</li> <li>Identify and resolve service gaps</li> <li>Challenge exclusionary barriers</li> <li>Embed Psychologically Informed Practice</li> </ul>	<ul style="list-style-type: none"> <li>Feedback from children and families</li> <li>Improved engagement and attainment</li> <li>Improved self-esteem and optimism</li> <li>Reduced offending and ASB</li> </ul>
<b>The Management Board will be more closely involved in addressing gaps and challenges</b>	<ul style="list-style-type: none"> <li>Board will receive Problem Profile Reports</li> <li>Board will work with us to identify solutions</li> </ul>	<ul style="list-style-type: none"> <li>Minutes and Action Logs of Board</li> <li>Evidence of strategic impact</li> <li>Reduced offending and ASB</li> </ul>





# Youth Justice Management Board

<p><b>Stuart Carlton</b> Corporate Director of CYPS and Chair of Board</p> 	<p><b>Julie Firth</b> Head of Prevention &amp; Youth Justice</p> 
<p><b>Julie Bunn</b> Virtual School Head, North Yorkshire County Council</p> 	<p><b>Jayne Hill</b> Head of NHS North Yorkshire Children and Young People Commissioning Team</p> 
<p><b>Joanne James</b> Service Manager, CAMHS, Tees, Esk and Wear Valleys NHS Foundation Trust</p> 	<p><b>Gordon Martin</b> Senior Legal Advisor HMCTS</p>
<p><b>Leanne McConnell</b> Head of Criminal Justice, North Yorkshire Police</p>	<p><b>Louise Johnson</b> Head of Area, National Probation Service</p>
<p><b>Jenni Newbury</b> Head of Commissioning and Partnership Services for North Yorkshire Police and Crime Commissioner</p> 	<p><b>Cllr Janet Sanderson</b> Lead Member for Youth Justice &amp; Children's Services, North Yorkshire County Council</p>

