



Norfolk Youth Justice Plan 2017 - 18

Chris Small – Head of Youth Offending Service

Signed:



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Signed:



Norfolk County Council

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The annual Youth Justice Plan for Norfolk will be presented for approval by the Norfolk Youth Justice Board on 19th September 2017 and its recommendations and amendments incorporated.

The annual Youth Justice Plan for Norfolk will be presented to the Children's Services Committee of Norfolk County Council on 12th September 2017 with an accompanying report by the Executive Director of Children's Services.

The existing Norfolk Youth Justice Plan has been updated to outline the actions, risks and opportunities identified to ensure that desired outcomes for young people and the victims of their crime are achieved by Norfolk Youth Offending Team in 2017 - 18. The Plan sets out the key external and internal drivers behind this area of the County Council's work which is delivered in partnership with the required statutory agencies on the Norfolk Youth Justice Board (Health, Police and Probation); and others such as the County Community Safety Partnership and the Norfolk and Suffolk Criminal Justice Board.

The national Youth Justice Board issued the Terms and Conditions of the Youth Justice (YOT) Grant (England) 2017/18 on 19th May 2017. Attached was the Youth Justice Plans: YJB Practice Note for Youth Offending Partnerships, which offered guidance regarding the content and structure of the Youth Justice Plan. The requirements of this guidance are incorporated in this Plan.

1. Our service

Service profile

Our customers

Our primary customers are children and young people in the youth justice system, their families and the victims of their crimes.

We also work with children and young people and their families to prevent them entering the youth justice system.

Secondary customers would include all communities in Norfolk who are affected by the criminal and anti-social behaviour of children and young people that we are trying to reduce and prevent.

Norfolk Youth Offending Team (YOT) is committed to ensuring that children, young people and their families have a voice and influence in the youth justice system and Norfolk YOT has an established service user participation and involvement strategy. This strategy includes a number of tools and mechanisms for routinely seeking the views of children and young people on the services they receive.

What do young people think of us?

From 2014/15, Her Majesty's Inspectorate of Probation (HMIP) asked all YOTs to complete an ongoing e-survey provided by the Viewpoint organisation for those cases that have been open between three and six months. The completed surveys were submitted electronically and anonymously direct to HMIP, and aggregated by HMIP to produce a national picture which has helped to inform HMIP inspections and formed part of their annual report on the quality of youth offending work. This national service user survey will not be continued in 2017/18.

The 2016/17 year ended on 31st March. 83 completed questionnaires were submitted by young people involved with Norfolk YOT against a target of 72¹. This is the highest ever number submitted by Norfolk YOT. HMIP commented *'I am pleased to report that you met your e-survey target for the number of completed surveys during 2016/17. Due to the way that we set the targets, linked to statistical robustness, they had risen for many YOTs compared to previous years so this is a great achievement. A big thank you to all staff and young people involved.'*

A Norfolk specific report has been produced by HMIP providing some direct feedback to us on what young people in Norfolk think of the services we provide. 86% of respondents were male, 44% aged 17 or over and 95% aged over 14, 88% self-classified their ethnicity as 'white', of which 93% described themselves as 'British'. 28% had been in local authority care at some stage of their life.

Overall it is a very pleasing picture and I am proud to lead a YOT that consistently

¹ This was a minimum target set by the inspectorate (HMIP)

provides services to children and young people that are well received, seen as helpful and most importantly make a real difference by helping young people to make changes in their lives and to achieve positive outcomes for themselves. We consistently scored higher than the national averages.

Last year's return raised some concerns from young people about positive responses to diversity and preferred language, help with debt management and money, and assistance with finding suitable accommodation. In contrast, this year, of the 7 cases where the young person's preferred language was not 'English' 4 said they were asked which language they wanted to use and the other 3 'did not know' or 'could not remember'. No young people said they were not asked. Both the young people who said they needed help with money problems or getting out of debt got it, as did 7 of the 8 young people who said they needed help with where they live. Seven Norfolk YOT staff have recently completed a half day training course provided by 'Your Own Place', a local Community Interest Company, covering engaging ways of supporting young people to develop their budgeting and money skills.

- 96% of young people felt that Norfolk YOT staff took their views seriously 'always' or 'most of the time'
- 93% (98% last year) of young people were asked to explain what they thought would help stop them offending
- 97% (98%²) of young people on Referral Orders had enough say on the content of their intervention plan and 93% (93%) understood fully what they were required to do to help stop them offending
- 92% (94%) of young people on other orders or interventions agreed to their 'plan', 100% (100%) had enough say in its content and 100% (87%) understood fully what they were required to do to help stop them offending
- 96% (91%) of young people felt that Norfolk YOT staff took their views seriously 'always' or 'most of the time'
- 25 young people felt that there were things that made it harder for them to 'take a full part in their sessions' with Norfolk YOT and all 22 of the young people who wanted help felt their Norfolk YOT worker did enough to help them take part
- 6 young people said that during their time in contact with Norfolk YOT there were things that made them feel afraid or unsafe and all of those who wanted help got help from their Norfolk YOT worker to feel safer
- 35 young people felt they needed help with school or training, 31 got the help they needed and for 24 things got better
- 10 young people said they needed help to cut down on their use of drugs, 8 got the help they needed and for 9 things got better
- No young people said they needed help to be able to drink less alcohol.

² The figure in brackets is the comparative performance in Norfolk in 2015/16

- 11 young people said they needed help to improve their health, 7 got the help they needed and for 8 things got better
- 8 young people said they needed help to 'deal with strange or upsetting thoughts', 7 got the help they needed and for 7 things got better
- 8 young people said they needed help with where they lived and 7 got the help they needed
- Just 2 young people said they needed help with money problems or getting out of debt and both got the help they needed
- 13 young people said they needed help with relationships or things about their family and 87% got the help they needed
- 19 young people said they needed help to feel less stressed and 95% got the help they needed
- 18 young people said they needed help with what they thought of themselves or others thought of them and 94% got the help they needed
- 49 young people said they needed help to be able to make better decisions and all got the help they needed
- 46 young people felt they needed help to stop offending and all got the help they needed and 83% said they were a 'lot less likely' to offend. One said they were 'more likely' to offend.
- 81% (86%) of young people said they had been treated fairly 'all of the time' and 14% (13%) 'most of the time'
- 56% (77%) of young people think the service given to them by Norfolk YOT has been 'very good', 38% (20%) 'good most of the time', 2 said 'not very good' and 3 said 'poor'

The full report can be made available on request and is reported to the Norfolk Youth Justice Board biannually. There are some interesting text responses providing more detail about what young people actually said in response to the questions which are enlightening and informative.

Since 2015/16 service user engagement work within Norfolk YOT has included the involvement of young people in recruitment practices. A number of Norfolk YOT staff, including two volunteers who are ex-service users, have been trained to support young people's participation in the staff recruitment and selection process. Young people who are current service users have been involved in the design of interview questions, direct involvement in interview panels and contributing to the final selection of candidates.

What we deliver for Norfolk

Norfolk Youth Offending Team (Norfolk YOT) is a statutory multi-agency partnership hosted within Norfolk County Council.

Our purpose is to prevent children and young people from offending whilst safeguarding

their welfare, protecting the public and helping restore the damage caused to the victims of their crimes.

Our aim is to make Norfolk an even safer place to live and help young people achieve their full potential in life. We strive hard to work proactively with Norfolk's diverse population.

This plan will focus on three outcomes prioritised nationally by the Ministry of Justice Business Plan, which are:

- Reducing the number of children and young people coming into the youth justice system (First-time Entrants)
- Reducing re-offending by children and young people
- Reducing the numbers of young people going into custody (prison) either sentenced or on remand

Restorative Practices

A restorative approach to Norfolk YOT's work with young people and making amends to the victims of youth crime is a key theme running throughout our activity.

In November 2015 responsibility for the corporate development of restorative approaches transferred from Children's Services Joint Commissioning (Health & Disability) to Norfolk Youth Offending Team. This involved the transfer of two posts and the associated funding and accountabilities. These posts are a Restorative Approaches Manager who, together with a separate post of Restorative Approaches Coordinator, works with a broad range of teams and services, both internal and external to NCC, to inform on and deliver the NCC Restorative Approaches Strategy. They also lead on restorative approaches training and interventions, including with educational settings and children's residential provision. This should better align Norfolk YOT's existing work in regard to restorative justice with the wider restorative approaches activity across the county and add value to the work we all do.

The Norfolk Restorative Approaches Strategy 2017-2020 is attached at Appendix 3. The countywide Restorative Approaches Strategic Board [RASB] retains responsibility for multi-agency ownership of the strategy and the attendant action plan, reporting to the NCC Policy & Resource Committee and the wider NCC Leadership Team and the Office of the Police & Crime Commissioner for Norfolk as appropriate. The RASB will monitor the implementation and impact of the strategy on the people of Norfolk through performance data provided by all partner organisations.

Our people

As a statutory requirement of the legislation under which the YOT was formed in January 2000, practitioners are seconded from the Police, Health, NCC Children's Services (including discrete representation from social work and education) and the National Probation Service. We also directly employ practitioners with skills in achieving positive change, reducing substance misuse, delivering restorative justice and community reparation and working with parents. Details of the agency employer, gender and ethnic

mix of all Norfolk YOT staff including volunteers are included in the appendices and confirm that Norfolk YOT is fully compliant with the staffing requirements of the Crime and Disorder Act, 1998, section 39(5).

Norfolk YOT delivers interventions intended to prevent offending and reduce re-offending. Service level agreements with various partner agencies and other providers are in place where necessary to support this approach.

Offending behaviour programmes are designed to address the risks presented by young people whilst meeting their individual needs. These are delivered within the framework of an *Interventions Strategy* established in 2014 which sets out the principles that staff are required to apply when developing, identifying, delivering and evaluating interventions with children, young people and families.

The focus of practice remains on high quality assessment and high-risk case management skills. Assessment is the key to deciding how responsive young people are likely to be, how we target those who are at risk of offending or who offend, how we invest resources and how this will be done to achieve the highest impact on reducing anti-social behaviour, preventing offending and reoffending.

The delivery of staff development is managed through a cross-service, non-hierarchical Effective Practice Group under the leadership of the Area Manager in Norwich. The Head of the Youth Offending Service is a member of the group. Regular in-unit delivery of training to meet core service development needs is supported by additional internally and externally delivered programmes.

Training in the last year focused on children and young people in custody, attendance at the International Signs of Safety Gathering held in Norwich, budgeting and money skills when working with young people (in direct response to feedback comments from young people), assessments and desistance, engaging young people and structured assessments of the risk of violence by young people. This work was supported by refresher and practice training for staff on safeguarding children and young people, Referral Order Panel and Advisor practice, Pre-sentence reports, cyber-crime and restorative approaches. Staff with discrete specialised roles have been enabled to keep up-to-date with developments in their professional practice including autism, harmful sexual behaviour work including assessment and intervention; working with those with learning disabilities, restorative justice and victim contact, working with young women and substance misuse. Training required by our involvement in a range of partnership work has been delivered including: safeguarding children and young people in relation to both social media and cultural competence, child sexual exploitation, neglect and preventing extremism.

This directly delivered and accessed activity is fully supported by the use of e-learning programmes both internal (to NCC) and external opportunities, such as the Youth Justice Board (YJB), supported Youth Justice Interactive Learning Space (YJILS) and specific programmes which are increasingly becoming available. Use of the YJILs e-learning package is monitored.

From a staff development perspective a significant amount of training and informal technical support continues to be delivered by our Performance and Information team to staff at all levels of the organisation in relation to the full and effective use of our case management and other information systems including through a unit-based 'clinic'

process.

Following a structured induction programme and after completion of the probationary period all Norfolk YOT staff are offered the opportunity to undertake the YJB recommended, accredited, national qualification of which the current version of this is known as the Youth Justice Effective Practice Certificate and is delivered by 'Unitas'. Two members of staff completed this during 2016/17 and four others are currently engaged in the programme. Of the 48 current staff eligible for the programme 39 (81%) have successfully completed it.

All new managers are required to undertake an accredited management or leadership qualification.

Our overall learning and development aim is to continue to build a workforce that:

- is assertive and confident
- is able to appropriately challenge service provision by ourselves, partners and stake-holders
- understands the focus of their individual contribution and role
- secures positive outcomes for children and young people who offend and the families and communities in which they live
- has easy and regular access to performance data and routinely scrutinises it to inform improvement.

NCC is committed to promoting the good health of its employees and managing well-being in the workplace. This includes a commitment to the promotion of personal well-being and creating a positive and effective work life balance. NCC recognises that there is a need for well-being and work life support to be available to all staff in all departments. Norfolk YOT has fully implemented the NCC well-being approach across all units and there is an identified well-being lead representative in each. Health and safety is paramount in all our thinking with risk identified and contained in the risk register. Sickness absence is monitored monthly and managed closely with return to work interviews conducted on each occasion.

The most recent corporate survey of NCC staff attitudes and engagement was the Employment Engagement and Enablement Survey conducted by the Hay Group in 2014. A service-wide well-being survey of all Norfolk YOT staff will be conducted by the NCC Well-being Team during the 4th – 15th September 2017. The outcome of this will be added to and support a smaller survey of business support staff in Norfolk YOT conducted earlier this year and reported on in June 2017. This was a really positive report, with no strong areas of concern for a majority of the team.

All new employment contracts are Monday to Saturday with stand-by clauses where required. This will assure the ability and resilience of Norfolk YOT to provide a six day a week service with access to management guidance and the provision of safe working practices for staff. As Norfolk YOT develops the range of services it delivers, Saturday working is increasingly becoming the norm and necessary to fulfil statutory duties in relation to Intensive Supervision and Surveillance requirements on Youth Rehabilitation Orders (which require seven-day-a-week contact with young people), the provision of interventions through the Junior Attendance Centres (which meet on Saturdays) and unpaid work (which has to be delivered to young people around their employment and education commitments). Historically all staff have been required to work very flexibly to

meet the needs of children and young people, their parents/carers and the service. This includes a clear expectation of regular working across evenings and weekends.

Our partners

Norfolk Youth Offending Team (YOT) is a legislated, multi-agency partnership hosted within Norfolk County Council (NCC). There are four **statutory partners** as a requirement of the Crime and Disorder Act, 1998 under which YOTs were formed; the Police, Health (now through the Clinical Commissioning Groups), NCC Children's Services (including discrete representation from social work and education) and the National Probation Service (Norfolk and Suffolk).

Strategic partners include many agencies who deliver services to children, young people and their families in the statutory, community, voluntary and commercial sectors; most significantly schools, the police, all eight local authorities in Norfolk including Norfolk County Council, especially Children's Services and the Norfolk Safeguarding Children Board.

The priorities for joint work with the **National Probation Service (NPS)** in 2017/18 include

- developing the local response to the joint national Transitions Protocol for managing the planned and safe transition of young people and their sentence management from YOTs to probation service providers on or around their 18th birthday;
- working together to address the local shortage of available Probation Officers and deliver effective, alternative means of providing an interim staffing contribution to Norfolk YOT whilst longer term solutions are sought.

Within Norfolk County Council, Norfolk YOT transferred from the former Chief Executives' Department to **Children's Services** in April 2010. It is currently located within Children's Services Early Help and the Head of Youth Offending Service is line managed by the Assistant Director for Early Help and is part of that management team. However Norfolk YOT works with young people across the full spectrum of Children's Services, responsibilities including those in universal services, those at risk of falling off the 'universal' pathway, those who are 'looked after' or leaving care and those who are in need of more targeted or intensive support including safeguarding.

Norfolk YOT is a substantial contributor to the development of more integrated service delivery to children and young people including representation on the appropriate bodies and strategic partnerships. The current primary focus remains on assisting and playing an appropriate part in the development of the wider early help agenda for children, young people, their families and communities in Norfolk. Norfolk YOT's unique role and purpose in this work and the principal, statutory aim of the youth justice system is to prevent offending by children and younger people.

The priorities for joint work with **Children's Services** in 2017/18 include

- through representation on the New Direction's Board working with Barnardo's to consider where Norfolk YOT and New Directions Services might best interface to reduce the numbers of Children Looked After by exploring opportunities for joint work and the co-working of cases.
- how we can work more effectively with the Multi-Agency Safeguarding Hub

Work continues with the Police and Children's Services to ensure that Norfolk has effective structures and responses in place to understand and address the emergence of County Lines³ in Norfolk and the serious youth violence and gang related behaviours which are associated with it; including the exploitation of vulnerable young people both from Norfolk and Metropolitan areas. This work contributes to the shared national aim of *Ending Gang and Youth Violence*.

Development work with **Norfolk Police** for 2017/18 is focused on:

- exploring means of enhancing the tiered Triage scheme '*Challenge 4 Change*'⁴; reducing the number of children and young people entering the criminal justice system for the first time in Norfolk.
- working together to address the local shortage of available Police Officers and deliver effective, alternative means of providing relevant services to Norfolk YOT whilst longer term solutions are sought

Health

From April 2015 NHS England funded the implementation of a 'Liaison and Diversion' scheme in all Norfolk Police Investigation Centres (PICs) and courts aimed at diverting those with a range of health needs from the criminal justice system into appropriate 'early help' services. This scheme is provided by Norfolk and Suffolk Foundation Trust (NSFT). Norfolk YOT remains fully involved in the operational and strategic development work and is a key delivery partner. Work continues to develop clear pathways for both effective information sharing and young people to ensure they can always access screening, advice, guidance and rapid intervention or are referred appropriately to services in the community.

Further development work with **Health Services** in 2017/18 is focused on:

- contributing to the *Healthy Child Programme* to ensure children and young people in the criminal justice system are able to access relevant health services
- Norfolk YOT have been awarded some of the £2million Child and Adolescent Mental Health Services [CAMHS] Local Transformation Plan (LTP) monies from CCGs, specifically to improve responses outside of the formal criminal justice system to harmful sexual behaviour (HSB) by children and young people. Norfolk YOT and NSFT have formed a partnership *The Norfolk Harmful Sexual Behaviour Team* (The HSB Project) to deliver a Norfolk response to addressing HSB. The HSB project aims to develop a skilled workforce that is confident in identifying, assessing and intervening across all levels of HSB in children and young people. The Norfolk HSB Team comprises a Specialist Clinical Psychologist and HSB Specialists⁵ with significant skills and experience in working with sexual violence, trauma, sexually appropriate behaviour, child sexual exploitation and harmful sexual behaviour. The HSB project will be providing a range of training in relation

³ Large scale, class A, drug distribution by organised crime groups and street gangs based in metropolitan areas exploiting vulnerable people in Norfolk

⁴ Which screens all young people on the verge of receiving a first Caution for the direct and indirect provision of 'early help' and intervention services from Norfolk YOT with the aim of reducing the number of children and young people entering the criminal justice system for the first time in Norfolk.

⁵ 2 x 0.6 FTE posts

to HSB from improving basic skills in recognising HSB to specialist bespoke training for professionals working with more complex cases. The aim is to build the capacity of children and young people's sector practitioners to address harmful sexual behaviour at the earliest opportunity and across the continuum of behaviours. Professionals will also be able to seek case consultations in respect of children under 18 living in Norfolk and Waveney where there are concerns or worries about HSB. Whilst the two areas of work outlined above are the current priorities, in due course the HSB project will undertake some direct and joint HSB interventions in conjunction with other agency practitioners/professionals. The LTP funding⁶ is ongoing until March 2020. In order to support and innovate and progress the aims of the project, Norfolk YOT has committed additional monies for the first year. NSFT receives separate funding from the LTP to support its contribution to the HSB project.

Since 2013 the **Police and Crime Commissioner (PCC)** has been represented through a co-opted seat on the YOT Management Board alongside the other major stakeholders in the local youth justice arena. Additionally Norfolk YOT is an enthusiastic member of the PCC led County Board for the Rehabilitation of Offending (established in 2014). Closely working with the Office of the Police and Crime Commissioner (OPCC) and the 'Rehabilitation Board', has positively increased access to rehabilitation services and opportunities, and brought clear, tangible benefits for Norfolk YOT staff, and importantly, to young people who offend, their families, the victims of their crimes and the communities in which we all live. It also assists the PCC in moving forward those intentions in the Police and Crime Plan which Norfolk YOT is also concerned to deliver as part of Norfolk's Annual Youth Justice Plan.

In respect of the **criminal justice system**, Norfolk YOT works across all relevant agencies both operationally and strategically and most critically through the **County Community Safety Partnership** and the joint **Norfolk/Suffolk Criminal Justice Board**.

Development work with the **County Community Safety Partnership (CCSP)** and Police remains focused on dealing with children and young people vulnerable to radicalisation. In particular *Prevent*, the strategy to stop people becoming radicalised or supporting terrorism, and *Channel*, the process and programme for supporting those who are at risk of being drawn into terrorism. All Norfolk YOT staff have received a WRAP3 (Workshop to Raise Awareness of Prevent) training input, the standardised national programme. The CCSP Plan for 2015 – 18 concentrates on key business areas where a partnership response is required and significant improvements are possible and aims to ensure that the work of the CCSP is effective in adding value to those priority areas which are not picked up by other partnerships. This results in four priority areas for the CCSP to focus on over the period 2015/18, all of which Norfolk YOT makes a direct contribution towards:

- Domestic abuse & sexual offences
- Anti-social Behaviour
- Community Resilience
- Prevent Duty

Norfolk's Youth Court is a primary strategic partner and we continue to focus on maintaining positive and effective partnership working and relationships to manage the

⁶ Currently Norfolk YOT receives £65,000 per annum through the LTP.

impact of significant reductions in the resources available to the Court. This includes a well-established annual review day which is conducted jointly. HM Courts and Tribunals Service is currently evolving the way it delivers services and the introduction of a single, centralised 'remand court' for the county based in Norwich. Practice in relation to remand courts to improve efficiency and use resources more effectively continues to evolve through the virtual remand courts pilot in which alleged offenders will 'appear' in Norwich court 'virtually' from the Police Investigation Centres (PICs) around the county. If agreed this proposal will have an impact on the way Norfolk YOT allocates its resources.

Direct **governance arrangements** for the Youth Offending Team are through the Norfolk YOT Partnership Board, which is chaired by the Managing Director of Norfolk County Council. As well as the statutory partners the Board includes additional representation from the Countywide Community Safety Partnership, Housing Services, Norfolk's Police and Crime Commissioner, Public Health, representatives from Norfolk's Borough, City and District Councils and Her Majesty's Courts and Tribunals Service. Management Board membership has changed significantly over the last twelve months.

Norfolk YOT continues to make a full contribution to the **Norfolk Safeguarding Children's Board** (NSCB) of which it is a statutory member and is represented on the Board and the working groups on Child Sexual Exploitation and Child Sexual Abuse, especially in relation to children and young people in the criminal justice system with sexually harmful behaviour. At a local level Norfolk YOT is actively involved in the area-based Local Safeguarding Children's Groups (LSCGs) and regularly participates in the NSCB multi-agency audit programme looking at both themes and cases.

Norfolk YOT completed its required self-assessment against its statutory obligations under section 11 of the Children Act, 2004 in February 2017 and attended a validation meeting with the NSCB at a 'Challenge and Feedback' session on the 27th March 2017. An agreed action plan is in place to drive continuing improvements.

Norfolk YOT is currently fully and actively engaged in joint work in support of the following current NSCB priorities;

- Provide a lead 'worker' and actively contribute to the working group progressing the NSCB development priority: Child Sexual Abuse, especially in relation to children exhibiting sexually harmful behaviour
- Actively contribute to progressing the NSCB development priority: Neglect, including effective awareness raising within the staff group of Norfolk YOT
- Provide a lead 'worker' and actively contribute to the working group progressing the NSCB led response to Child Sexual Exploitation, including effective awareness raising within the staff group of Norfolk YOT

Norfolk YOT's performance is reported quarterly through all these key partnership structures.

The Norfolk YOT Management Board is represented by its Chair on the **Norfolk Public Protection Forum** (NPPF) comprising of all of the chairs of strategic multi-agency groups with a key role to put in place effective arrangements for ensuring that people in Norfolk, particularly the most vulnerable in our society, are properly protected. It is important that there is good coordination between these partnerships to ensure our approach overall is coherent, efficient and effective, that gaps are identified and duplication avoided. The statutory functions of individual partnerships and boards remain, with the NPPF providing

a focus for tackling shared challenges to help us ensure that cross cutting agendas affecting vulnerable people are effectively joined up and we use our resources to best effect.

Where we work

Norfolk YOT delivers services across the county of Norfolk and is based in three, main, operational locations: Kings Lynn, Norwich and Great Yarmouth. A single room sub-office which is not permanently staffed is maintained in Thetford.

From June 2014 responsibility for delivering 'unpaid work' for 16 and 17 year olds on Youth Rehabilitation Orders transferred from the National Offender Management Service to YOTs. This additional responsibility was supported by a reallocation of the associated funding. In order to deliver services in relation to these new responsibilities Norfolk YOT has acquired small workshop premises in Kings Lynn and Great Yarmouth.

A small headquarters unit comprising the Head of Youth Offending Service and two teams, one devoted to performance and information management and the other to business and finance support functions is co-located with the Norwich operational unit in the North Wing of County Hall.

The location and volume of Norfolk YOT's work is primarily driven by statutory activity within the youth justice system. Early intervention is based on areas of most need, such as higher incidents of anti-social behaviour.

Service review

How we are performing including key risks and key drivers for our service

Performance Report

In summary; Performance in 2016/17 was satisfactory with some in year variation between periods. Targets in relation to all three primary national indicators were met at year end. Performance in Norfolk exceeds the national comparators in all three indicators but lags behind all the 'family' and regional comparators with the exception of the 'family' First-time Entrants indicator.

Reoffending: is reported as a simple binary measure; *has a young person reoffended or not?* The absolute numbers of young people reoffending in the July 2014 to June 2015 period decreased by 0.2% percentage points compared to the equivalent period in the previous year. Reoffending in Norfolk is 36%, better than the national: 37.7% comparator but below the regional (35.2%) and family comparators of 34.6%. This performance is achieved despite a larger decrease in the overall numbers offending in the period from 747 to 705 (-5.6%). The continued reduction in First-time Entrants means that those left in the criminal justice system have more persistent, chronic and entrenched offending behaviours which are more difficult to moderate. A small internal working group is currently considering how we might provide and track data more contemporaneously.

First-time Entrants (FTE): The number of FTE into the criminal justice system in Norfolk has more than halved since 2013 and continues to fall. FTE performance for the 2016 calendar year shows a 33.1% decrease over the previous year from 458 per 100,000 to 307. The actual numbers have reduced from 325 to 221 (-32%); 104 fewer young people in Norfolk entering the criminal justice system for the first-time in the period as compared to the same period in the previous year. This is the lowest FTEs in Norfolk have been since the target in its current form began. There is no doubt that the impact of the Challenge for Change (C4C)⁷ triage scheme introduced in June 2015 has been significant. The Norfolk rate is now below all but the regional comparator and reducing at a faster rate than any.

Use of Custody: For the period April 2016 to March 2017 the rate decreased in comparison with the same period in the previous year from 0.32 (23 young people) to 0.24 (17 young people). A reduction of 0.08 percentage points (which in real terms is six young people) and a 35.3% reduction. Performance is substantially better than the national comparator (0.36) but not quite as good as either the regional (0.20) and 'family' (0.20) comparators. The rate of performance improvement is better than all the comparators. The relatively small numbers being sentenced to custody means that we are likely to see quarter on quarter fluctuations and longer term comparisons would be of more strategic value.

Performance in relation to those securely remanded: Local monitoring of Remands to Youth Detention Accommodation (YDA) and Remands to Local Authority Accommodation (RLAA) commencing in 2016/17 shows that there were 12 (10 in 2015/16) Remands to

⁷ Challenge 4 Change (C4C), is a joint diversionary scheme between Norfolk Youth Offending Team and Norfolk Constabulary targeting young people at the point of arrest in Police Investigation Centres offering a voluntary intervention programme

YDA and 6 (2 in 2015/16) RLAA, for a total of 373 and 147 nights respectively (186 and 47 respectively in 2015/16). Individual stays ranged from 6 night to 66 nights. No young people spent over 80 days on remand awaiting trial, compared with 4 in 2014. These young people were awaiting sentence and not yet convicted. Of the 13 individual young people involved 12 were male and just one female. At year end five young people remained on YDA and two on RLAA, moving across into the new financial year. Most, but not all of those remanded in custody will subsequently move to being sentenced to custody so there will be an overlap between the two cohorts.

Despite the significant increase in remand bed nights in the latter half of the year, performance still came in under the budget provided by the YJB to NCC Children's Services for this specific purpose with a surplus of £14 581 from a total budget of £101 429. The budget received from the Ministry of Justice to pay for this is based on previous years' performance⁸ and for 2017/18 is currently £94.405.

Education, Training and Employment: 2016/17 out-turn was poor at 62% against a 5-year average of 65.86%. Performance was strongest for young people of statutory school age (69.1%) against 56.8% for those aged 17 or older.

Quality Assurance: Regular, business as usual audits of practice took place during the year including Enforcement, Referral Order Contract quality and Sexually Appropriate Behaviour work.

The **Youth Justice Board** required all YOTs to complete audit work in relation to the implementation of Asset Plus. The fieldwork for this took place on 13th March 2017 and 22 cases were audited. The outcomes have been submitted electronically to the YJB and the feedback, if any, will be reported to the Norfolk Youth Justice Board when it is received. Locally we have summarised the findings and lessons learnt in a Signs of Safety format, circulated this to staff and are now working to embed the action points required to produce change.

Through its regional effective practice fora the Youth Justice Board has also conducted an Asset Plus moderation exercise to try and establish a national agreement on what good (and poor) practice in assessment looks like. Active participation in this enabled Norfolk YOT to objectively examine (and agree how to resolve) any differences in opinion and judgement within our own management structure.

The annual, Youth Justice Board (YJB) required **National Standards Audit** took place in November 2016 and was reported to the YJB before the deadline at the end of March 2017. This year as well as victim engagement the audit focused on four National Standards that relate to reducing custody. Provisionally, following moderation by the Youth Justice Board and a subsequent verification discussion, the results outlined in the table below were attained. Formal, written confirmation is awaited from the Youth Justice Board and will be brought to the Norfolk Youth Justice Board when it is received.

There were insufficient cases to meet the criteria for audit of National Standards for Bail and Remand Management and Long-term custody. I have agreed Norfolk YOT will embed the recommendations for improvements into service plans and priorities that are overseen by the Norfolk Youth Justice Board and this work has been done. A follow-up audit will be completed before the end of 2017 to assess progress made.

⁸ So the more successful the performance (averaged over a three year period) the less funding an authority receives.

NATIONAL STANDARD	SELF ASSESSED RESULT	MODERATED RESULT
NS3 Bail and Remand Management	Nil return	Agreed that Norfolk would include Bail and Remand cases in their routine internal audit processes during 2017/18 clearly identifying areas for improvement.
NS5 Reports for courts, youth offender panels and civil courts in Anti-Social Behaviour Order proceedings and gang injunctions,	Standard Met with Recommendation for Improvement	Standard Met with Recommendation for Improvement
NS6 Work in courts	Standard Met with Recommendation for Improvement	Standard Met with Recommendation for Improvement
NS10 Long-term custodial sentences (sections 90/91 of Powers of Criminal Court (Sentencing) Act 2000 and sections 226/228 of Criminal Justice Act 2003	Nil return	Supported
(Yearly audit), NS7 Work with Victims of Crime	Standard Met	Standard Met

All ten National Standards have now been audited over the three-year period 2014 – 2017.

Diversity: The most recent biennial Norfolk YOT Diversity Report (2014 - 2016) was presented to the Norfolk Youth Justice Board meeting in December 2016.

Broadly, the headlines are:

- The number of young people in the youth justice system overall has declined since 2011/12; to the end of March 2016 by 36%.
- The proportion of Black and Minority Ethnic [BME] young people in the youth justice system overall continues to rise and is currently 7.7% against Norfolk population data from the 2011 census of 4.4%. In 2011 the proportion of BME cases was 4.3%. More recent population data is needed for a more meaningful comparison. Colleagues in Public Health and Cambridge Community Services have provided a mid-period (2015) estimate from the Healthy Child Programme dataset which appears to project a BME proportion of 10 to 17 year olds of 14.9%. This estimated projection needs to be treated with caution
- Gender data evidences that the numbers of young women in the youth justice system overall has been largely consistent since 2011/12 but decreased significantly in 2015/16 to 18.6%, the lowest it has been in the last five years.

- Offence data shows that whilst the number of offences committed has decreased by 9% since 2011/12 this is at a much slower rate than the numbers of young people in the youth justice system overall suggesting that the number of crimes committed per young person has increased. This is particularly so for the BME population at a proportion of 11.1%.
- BME representation in pre-court decision-making (6.3%) and early help referrals (6.7%) have both increased and both are above the 2011 census population data but both are lower than the 7.7% BME representation in the system as a whole.
- Court remands data shows BME representation at 33% but from a very small cohort where n = 12
- Disposals data shows that the BME proportion has increased significantly in the last two years; 10.2% in 2014/15 and 12.8% in 2015/16. This roughly mirrors the BME proportion of the offences data at 11.1%. Custodial sentencing in relation to the BME population was 20% in 2014/15 but just 6.7% in 2015/16.
- There is clearly an apparent over-representation of BME young people in the youth justice system in Norfolk alongside a suggestion of under-representation in early intervention work. The level of disproportionality appears to be rising slowly. The reliability and significance of the data is adversely affected by (i) the relatively small numbers of young people involved which creates variances year-on-year, and (ii) a lack of accurate, recent population data for BME young people in Norfolk.
- It is intended to commence work this year to collect nationality data to examine the representation of young people from new and emerging communities in the youth justice system in Norfolk

For the aged 10 to 17 population of Norfolk as a whole⁹ the offending population has reduced from 1.13% in 2014/15 to 0.76% in 2015/16. That is one young person in every 132 young people in Norfolk committed an offence in 2015/16. The number of young people in the criminal justice system in Norfolk has decreased by 36% since 2011/12. In 2015/16 the gender differential of young people in the criminal justice system in Norfolk was male 81%, female 19%¹⁰. The average over the last five years has been male 78%, female 22%. The peak age of young people in the criminal justice system is 17 years with a significant increase after the age of 13/14. The number of offences they committed (1,605) decreased by 15% in 2015/16 compared with the previous year but proportionally the average number of crimes committed per young person has increased. The most frequently committed offences remain violence against the person, theft and criminal damage and increasingly drug offences.

We are committed to developing and practicing in ways that actively promote and value diversity in all areas of our responsibilities. This is essential to every intervention and activity we undertake. Our ability to practice in this respect will be subject to regular review through both supervision and appraisal. We undertake Equality Impact Assessments on all our policies.

In 2015/16¹¹; 38 children and young people **looked after by the local authority** were subject to a court conviction or formal out-of-court disposal¹², 7.1% of the Looked After

⁹ 2015/16 data based on population estimates of 76,919 and an offending population of 582, 2014/15 data based on 2013 population estimates of 73,625 and an offending population of 830

¹⁰ A specific intervention programme *the Pink Project* is used for working with girls and young women where appropriate. The next programme will be available in September 2017

¹¹ In 2014/15; 29 children and young people looked after by the local authority were subject to a court conviction or formal out-of-court disposal, 5.2% of the Looked After Children population (N = 554). The national average comparator for the same period was 5%.

Children population¹³ (N = 535). The national average comparator for the same period is 5%.

Milestones from last year's plan which have been met (or largely so) and have assisted in delivering the performance outlined above include:

- developed practice guidance and a Policy and Procedure in relation to Safer Recruitment using Warner Principles to ensure we recruit sufficiently experienced and qualified staff to deliver high quality outcomes for young people
- explored the feasibility of adopting an enhanced triage model to increase and widen the impact of triage and further reduce the number of first-time entrants into the criminal justice system
- implemented the Children's Services Guide to Effective Supervision process and amended the supporting 'principles of management oversight' to ensure that robust supervision and management oversight is in place throughout the organisation
- reviewed the current tools for assessing young people's Learning Styles and revised the approach to use AssetPlus to put interventions in place that are appropriate to the young person's needs
- developed an Early Help service specification for Norfolk YOT to address the high levels of first time entrants and deliver on performance measures to reduce FTEs and reoffending.
- considered relevant recommendations from the 2015 Criminal Justice Joint Inspection (CJJI) report on the contribution of Youth Offending Teams to the work of the Troubled Families Programme in England
- actively participate in the Admissions to Care Panel to advise on risk assessment and directly provide strategies for alternatives to care in particular to provide expert advice and intervention on issues of public protection and community safeguarding to enable young people to remain at home and in their communities
- implemented the Norfolk Restorative Approaches Strategy 2015-2018
- provided workforce development in relation to restorative practices across NCC and the wider county
- commissioned a consultation and intervention services from NCC Speech and Language Therapy services
- worked with providers to develop and improve the independent living skills of young offenders aged 16 and over to prevent homelessness and resolve their housing challenges
- collaborated more closely with the Children's Services Placements team to improve the quality of placement matching and appropriateness
- achieved and supported the routine participation of young people known to Norfolk YOT in staff recruitment and selection practices
- improved the completion rates of service user feedback tools and processes and reported regularly on the findings to staff and the Norfolk Youth Justice Board
- introduced a feedback session into the Junior Attendance Centre programme to provide information to both Norfolk Constabulary and Norfolk YOT from a young person's perspective
- increased the engagement of victims in restorative processes
- ensured Norfolk YOT is fully compliant with the requirements for statutory victim

¹² Youth Caution, Youth Conditional Caution or the now defunct Police Reprimand or Final Warning

¹³ The National Statistics Code of Practice requires that reasonable steps should be taken to ensure that all published or disseminated statistics produced by the Department for Education protect confidentiality. Figures have been rounded to the nearest 5.

contact work as set out in YJB National Standards and the Code of Practice for Victims of Crime

- developed the Norfolk YOT Domestic Abuse Strategy to include '*This is abuse*' a healthy relationship intervention addressing child on parent violence and the 'Step-up' programme' which addresses child on parent abuse
- worked with the Police and Children's Services to provide more effective structures and responses to the emergence of County Lines in Norfolk
- with the Home Office *Ending Gangs and Youth Violence Unit* and Norfolk Constabulary we undertook a Local Assessment Process to contribute to the national aim of Ending Gang and Youth Violence
- liaised more effectively with agencies working to safeguard girls at risk of sexual exploitation
- considered and begun to implement inspection recommendations on the effectiveness of arrangements for the transfer of young people from youth to adult based criminal justice services
- developed gender specific working practices for Norfolk YOT that aim to improve the experience of young women involved in the youth justice system and achieve better outcomes for them
- worked with the Office of the Police and Crime Commissioner to develop a female offender scheme that includes young women
- worked with Norfolk Safeguarding Children's Board (NSCB) to promote effective joint work with children who display or are likely to develop sexually harmful behaviour including the continued expansion of Sexually Appropriate Behaviour practice to include work with those aged under 12s and iAIM¹⁴
- contributed service actions to address hate crime and specifically disability hate crime to the Norfolk and Suffolk Joint Criminal Justice Board action plan in response to a Criminal Justice Joint Inspection
- considered the needs of young people at risk of custody at High Risk Case Management Panels to formulate interventions designed to reduce the risk of custody
- reviewed cases where custodial sentence or remand to youth detention may have been avoided to explore the potential for learning and practice improvement
- provided creative alternatives to custody to sentencing courts in PSRs which make full use of a range of interventions delivered by both Norfolk YOT and partners
- considered and implemented the relevant recommendations from the 2015 HMIP joint thematic inspection report on *Resettlement Services to Children by Youth Offending Teams and Partner Agencies*

Risks to service delivery, opportunities and external and internal drivers that guide our priorities and activity are detailed below in section 4, 'Delivering Our Priorities' which contains details of the actions that the service will deliver in order to meet its priorities.

Norfolk YOT maintains a Business Risk register which is compliant with current NCC expectations and practices. Nominated risk owners review and update the risk register and it is collectively reviewed periodically at a strategic management meeting. The Norfolk Youth Justice Board is briefed on the work undertaken by Norfolk YOT Strategic Management Group in establishing and monitoring business risk and informed of the detail of the highest risks identified and the measures taken to mitigate them.

¹⁴ iAIM addresses sexual offending and behaviours committed on-line

Business Continuity

Norfolk YOT has recently fully updated its Business Impact Analyses (BIAs) and Business Continuity Plans (BCPs) and amalgamated its previous four, unit-based BCPs into two separate plans, one for operational delivery and the other in relation to the strategic functions delivered through the Headquarters unit. Each plan is compliant with current NCC expectations and practices and follows corporate best practice guidance. The overall purpose of these plans is to support the restoration of Norfolk Youth Offending Team's critical services in a structured and prioritised manner in the event of an incident where normal working environments or practices are not available. The plans contain details of the steps necessary to enable recovery of key business processes in the Norfolk Youth Offending Team. Both plans are routinely updated to incorporate new detail and changed circumstances. The BCP was last updated in February 2017 and the BIA on 31st August 2017.

2. Our priorities

Our service priorities for the next 3 years

Norfolk Youth Offending Team (Norfolk YOT) is a multi-agency partnership. Our purpose is to prevent children and young people from offending whilst safeguarding their welfare, protecting the public and helping restore the damage caused to the victims of their crimes. Our aim is to make Norfolk an even safer place to live and help young people achieve their full potential in life. We try to work proactively with Norfolk's diverse population.

The legislation (Section 37 of the Crime and Disorder Act, 1998) sets a single statutory purpose for Youth Offending Teams which is *"It shall be the principal aim of the youth justice system to prevent offending by children and young persons"*.

There are three key outcomes prioritised nationally by the Ministry of Justice Business Plan and the Youth Justice Board which are:

- Reducing the number of children and young people coming into the youth justice system (First-time Entrants)
- Reducing re-offending by children and young people
- Reducing the numbers of young people going into custody (prison) either sentenced or on remand

The Youth Justice Board's 'Vision' is that *'Every child and young person lives a safe and crime-free life, and makes a positive contribution to society.'*

The stated 'Mission' is;

- *Developing and championing a child-centred and distinct youth justice system, in which a designated youth justice service keeps children and young people safe and addresses the age-specific needs of the child, to the benefit of the community.*
- *Developing a 'centre of excellence approach' in youth justice* which will support innovation by using and interpreting available evidence to support the delivery of youth justice services in custody and the community. Also more effectively drawing on the contribution of academic institutions and other relevant bodies.
- *Driving continuous performance improvement in youth justice services* delivered in custody and the community through our robust monitoring system and by identifying and promoting best practice.

The 'Strategic End Benefits' detailed in its Business Plan for 2016-17 are:

- To reduce the number of children and young people entering the youth justice system
- To reduce reoffending by children and young people in the youth justice system
- To improve the safety and wellbeing of children and young people in the youth justice system
- To improve the positive outcomes of children and young people in the youth justice system
- While working to achieve the strategic end benefits, we will also endeavour to improve

the YJB's value for money in everything we do.

The YJB has also identified three cross-cutting themes. The purpose of these is to enable the YJB to keep these issues at the forefront and to consider and take opportunities to act across all our work. The themes are:

- Engaging and hearing the voice of the young person
- Addressing the over-representation in the youth justice system of young people from Black, Asian and minority ethnic backgrounds and looked after children
- Meeting the needs of victims.

Youth Justice Review: on 11th September 2015 the Ministry of Justice launched a review of the youth justice system, to be carried out by the review lead, Charlie Taylor reporting to the Secretary of State. Publication of the [final report](#) was delayed until December 2016, by which time the Secretary of State for Justice had changed and was accompanied by a [formal response from Government](#) which set out a number of actions including reviewing governance of the system, improving the support available to young people 'upstream' and throughout the youth justice system, and taking decisive action to tackle violence and improve outcomes for young people in custody. The Government has also committed to further engagement with stakeholders and interested parties on a number of Charlie Taylor's recommendations. A priority remains continuing to reduce the level of youth crime through intervening early to prevent children and young people from committing offences in the first place. A youth justice reform programme has been established to oversee this work. Reform of governance and accountability, particularly youth custody includes moving the responsibility for delivering and commissioning youth custodial services from the YJB to the new Youth Custody Service in Her Majesty's Prison and Probation Service (HMPPS) and the Ministry of Justice (MoJ) Commissioning Directorate respectively. The YJB will refocus to provide unique whole-system monitoring across the youth justice system, advising ministers and sharing good practice whilst continuing to administer the youth offending team grant, and provide support to local areas. Work to deliver these intentions and improve the services and outcomes for children and young people is still in development but there will be consultation with the sector to seek views and experience to help define the work and as yet the real impact on Youth Offending Teams working in the community and based in local authorities remains undefined.

Charlie Taylor was appointed as the Chair of the Youth Justice Board from March 2017.

Inspection

Her Majesty's Inspectorate of Probation (HMIP)

The external **Short Quality Screening inspection** by Her Majesty's Inspectorate of Probation [HMIP] was conducted from 23rd – 25th May 2016 which involved reading 32 case files and interviewing Norfolk YOT case managers. A short report provided to the Chair of the YOT Management Board was published on 22nd June 2016 and identified the most significant strengths, and areas for improvement, together with a commentary on the work that is designed to explain the findings and help the YOT understand where to focus its post-inspection improvement work. There is no overall judgement. The YOT manager is also provided with a set of charts summarising the key data from the inspection. This is for internal use solely within the YOT and is not for publication. The Improvement Action Plan was presented to the Norfolk Youth Justice Board at its meeting on 13th December 2016 and progress has been tracked at subsequent meetings.

Following a continuing and extended period of consultation HMIP are planning to change the way they inspect YOT provision through the design and delivery of a new set of quality standards that will underpin the inspection methodology. Three pilot inspections are planned during 2017/2018 which will be used to test the strength of the new methodologies and evaluate the effectiveness of the proposed ways of working. HMIP are seeking thoughts or feedback around the work they have done so far through a series of consultation events in the early autumn of 2017 at which Norfolk YOT will be represented. All services will be inspected at least once every four years using a 'risk and random' approach influenced by published performance information and other available intelligence. Bigger YOTs will be inspected every two years and poorer performing YOTs prioritised for inspection with others randomly selected. For the first time, and as a welcome change, out-of-court cases will be inspected as well as those post-court which have always been included. All YOTs will be rated in order to set and measure against standards, enable service improvements and ultimately improve public confidence. HMIP will consult the sector on the ratings scheme it is proposed to use.

On 7th September 2016 HMIP published the report on its **national thematic inspection of Accommodation of Homeless 16 and 17 Year Old Children Working With Youth Offending Teams**. Norfolk YOT was one of six local authorities that took part directly in this inspection and some Norfolk good practice examples were cited in the report. Overall YOTs were seen to be making a valuable contribution in this area of work but it was stressed that providing accommodation is not the remit of YOTs. Unfortunately, not all social workers used YOT case managers' skills and knowledge to full effect. YOT case managers' were not always consulted or advised when changes were being planned, and this was sometimes to the detriment of the child. HMIP found one in three of the children whose cases they inspected were in unsuitable or unsafe accommodation. Some placements put children at risk from unknown and/or dangerous adults and some provided perfunctory and inadequate support. Of those children in good quality supported accommodation, a detailed look at their background often revealed a history of previous unsuitable placements. Of the 14 'Recommendations' made in the report 10 are for Directors of Children's Social Care Services and 2 for Chairs of Youth Offending Team Management Boards.

The national recommendations were reviewed against current practice in Norfolk and added to a local action plan based on the verbal feedback offered which was initiated immediately following the HMIP visit to Norfolk at the end of September 2015. Following publication of the national report Norfolk YOT produced a local action plan detailing where improvements could be made in the practice of Norfolk YOT. This action plan responded to the recommendations, additional points raised in the body of the inspection report and the initial informal feedback. A further set of actions arose during a related review and refresh of the Norfolk YOT Accommodation Strategy which also form part of the action plan. The Improvement Action Plan was presented to the Norfolk Youth Justice Board at its meeting on 13th December 2016 and progress has been tracked at subsequent meetings.

Although this was an inspection of young people working with Youth Offending Teams, many of the cases looked at, both in Norfolk and elsewhere, were children who were Looked After. The inspectors therefore also scrutinised the work of Children's Services, who have the responsibility for provision of suitable accommodation for 16 and 17 year olds under the *Southwark Judgement, 2009*.

A second HMIP report on a thematic inspection examining Referral Orders and whether or not they achieved their potential was published on 5th July 2016. The national recommendations were reviewed against current practice in Norfolk and a number of practice changes and actions implemented as a result.

At the request of HMIP in June 2017 Norfolk YOT completed a survey sent to all YOTs to assist with a forthcoming **thematic inspection with regard to Out-of-court disposals** the field work for which will be undertaken between July and August 2017.

How our priorities help to deliver the County Council's Strategic Ambition and corporate priorities

The County Council elections in May 2017, in which the Conservatives won a majority, set the political course for the next four years. The Conservative Party manifesto 'Caring for our County' offered key commitments to the people of Norfolk across the full range of our services. In keeping with this democratic mandate, these pledges will inform the Council's planning and budget-making process. They will be reflected in the County Council Plan for the next four years, which will be prepared by officers from across the council for publication in autumn 2017. The previous Council's priorities formed the basis of the Council Plan 2016 -19. This will be reviewed and changed to reflect the electoral pledges made by the new administration. We know the challenges we face, with ever-growing demand for our services. We need to develop and implement more sustainable service delivery models that support individuals and communities to care for each other; prevent, delay and reduce demand for specialist professional services; and improve efficiency and effectiveness.

The new administration has a clear set of priorities based around 'Caring for our County':

- Caring for your money
- Caring for your family
- Caring for your community
- Caring for your health and well being
- Caring for your roads and environment
- Caring for your economy

The Council is already implementing a number of strategic initiatives focused on 'demand management', prevention and early help. In responding to the manifesto pledges, a number of corporate priorities have been identified to make better use of resources, inform service strategies and departmental plans. These seven corporate priorities form a transformation programme called 'Norfolk Futures' which will deliver new models of service delivery, new relationships with citizens and partners, and with other changes will deliver over £100m of savings. These include the following initiatives most relevant to Norfolk YOT:

- **Local Service Strategy:** to empower local people and local communities to help themselves, our front line services need to be brought together and work together, targeting people with the greatest need. Services are adapted to manage and meet the demand and requirements of the community together, building on the strength of existing organisations, assets and capacity in the community.

- **Demand Management and Prevention Strategy – Children’s Services:** Deliver services to children and families in ways that will reduce the number of referrals, assessments, Child Protection plans and Looked After Children, whilst also improving outcomes for those children who do need formal social care intervention. This approach will drive down the unit costs of children’s social care, making services sustainable.
- **Demand Management and Prevention Strategy – Information and advice:** Provide accurate and accessible information and signposting to sources of help either in a locality or virtually, with the aim of helping people to move away from reliance on County Council services towards self-reliance, self-help and the take-up of community resources. These services will form a first line in more integrated local services, as one element of the Local Service Strategy
- **Technologically-driven efficiency:** Achieve organisational efficiencies, smarter ways of working and cost reduction through effective and innovative use of technology both internally and in frontline service provision.
- **Local Government Commercialisation:** Council operations to be delivered in a more business-like way and where appropriate enable some to become a standalone business able to operate competitively and generate additional revenue to support frontline services.

The Norfolk Youth Justice Plan 2017 -18 will also support priorities detailed in:

- the Police and Crime Plan
- the County Community Safety Partnership Plan 2015/2018
- the Victims’ Code of Practice
- the priorities of the Norfolk Safeguarding Children’s Board
- the *Healthy Child* programme of Public Health
- the *Restorative Justice Action Plan for the Criminal Justice System*
- *Transforming Rehabilitation: a Strategy for Reform*
- *Transforming the Criminal Justice System: a Strategy and Action Plan to Reform the Criminal Justice System*

Successful delivery of Norfolk YOT priorities would mean that:

- Children and young people would be law abiding, engaged in positive behaviour and show respect for others.
- Parents take responsibility for their children’s behaviour.
- Communities believe they get on well together and have confidence in the way that crime and anti-social behaviour is dealt with by local authorities and the police.
- Victims of crime would feel some of the damage caused had been restored and the public would have confidence and feel protected.

3. Our budget

The tentative gross income for 2017/18 is £3,434,231¹⁵ which includes a predicted 'in-kind' contribution from partners of £1,003,520 in respect of seconded practitioners.

Norfolk YOT does not have a base budget but each year seeks a contribution from the four statutory funding partners and the Police and Crime Commissioner. Additionally a number of grants are also received for specific purposes that are all included within the gross income amount for 2017/18.

Budget

Children's Services: have confirmed the continued provision of staffing and funding at 2016/17 levels.

Clinical Commissioning Groups (CCGs)¹⁶: with the exception of North Norfolk CCG, the four remaining CCGs have confirmed the continued provision of funding at 2016/17 levels. Repeated correspondence from the Chair of the Norfolk Youth Justice Board (Management Group) to the Chief Officer of North Norfolk CCG has not been responded to. Despite the statutory requirement placed on it by the Crime and Disorder Act, 1998 as amended by the Health & Social Care Act, 2012, North Norfolk CCG has made no financial contribution to Norfolk YOT since 2015/16. South Norfolk CCG contributed at 89%¹⁷ of previous levels in 2016/17 and it has been assumed they will make a similar contribution in the current year. Whilst all three Health Coordinator posts are currently filled one member of staff has given notice from late August 2017. Due to limited interest from potential candidates recruitment has previously been problematic and on occasions taken a considerable time.

National Probation Service (NPS): have confirmed, as expected, that the tapered reduction announced in 2015/16 to deliver Transforming Rehabilitation is now fully implemented. The previous NPS contribution to the 'pooled' budget which was £98,310 in 2015/16 has been replaced by a £5,000 per head of seconded staff (£20,000 total) management contribution. Two of the 3.5 FTE Probation Officer posts will be vacant by September 2017. NPS is experiencing considerable recruitment difficulties locally with vacancy levels as high as 24%. This situation is mirrored nationally and in several areas is preventing NPS from meeting their statutory obligations. As a result, at the end of June 2017, NPS reversed their previous position and have now agreed to pay for YOTs to recruit agency social workers to fill the seconded Probation Officer role on a temporary basis. NPS also announced that a review of the provision of resources to YOTs is required for the 2018/19 financial year. To inform this a process of consultation, review and collection of data will begin in the summer of 2017 which will include appropriate fora for feedback to be received from stakeholders including YOT Managers.

Norfolk Constabulary: have confirmed the continued provision of staffing and funding at 2016/17 levels. One of the three Police Officer posts seconded to Norfolk YOT has been

¹⁵ This amount includes £316,982 from reserves. The 2016/17 initial budget anticipated a 'call-on reserves' of £577,351. By year end the actual 'call-on reserves' had reduced to zero due to in-year efficiency savings and staffing vacancies.

¹⁶ Of which there are 5 in Norfolk

¹⁷ Based on assessment of the proportion of active cases held by Norfolk YOT with a General Practitioner in South Norfolk

unfilled since the end of February 2017. A replacement was identified in early May but has been unable to be released from his current position due to the lack of availability of Police Officers to cover essential operational services. Norfolk Constabulary is currently undertaking an ongoing budget review process and all options are open for consideration. The results of agreed savings are expected to be available by the end of the calendar year after national budget settlement announcements.

Youth Justice Board/Ministry of Justice: announced a 0.4% increase on 2016/17 funding levels

Police and Crime Commissioners: There is a three-year funding agreement between the Office of the Police and Crime Commissioner and Norfolk Youth Offending Team to the end of 2017/18. Discussions have commenced regarding 2018 - 2021 funding.

Public Health: discussions are currently taking place with Public Health regarding the continuation of this funding stream. The current *Memorandum of Internal Agreement* which governs service provision expired on 31st March 2017 but there has been no notice of termination and Norfolk YOT continues to provide the relevant services.

Local Transformation Programme (CCGs): for the provision of harmful sexual behaviour work outside of the criminal justice system. This a new funding stream for 2017/18 and provides activity which sits outside the core work of Norfolk Youth Offending Team.

Restorative Approaches: for the corporate development of restorative approaches. This funding provides activity which sits outside the core work of Norfolk Youth Offending Team.

An internal, **value for money analysis** of YOTs in the South-east and East region indicates that on the basis of spend per head of the Norfolk 10 to 17 year old population against a derived performance score Norfolk YOT is well above the group average with the fourth best regional and family comparator performance¹⁸.

Nationally the average cost per offender was £8,099¹⁹ with the least cost effective (Isle of White) costing £26,952 and the most cost effective (West Sussex) costing £3,569. Norfolk costs £5,618 (the 23rd least expensive) which is 22% less than the cost of working with a young offender in Suffolk.

¹⁸ Lincolnshire, Warwickshire and Peterborough perform better and are better value for money

¹⁹ Based on the 2015/16 budget and throughput.

NORFOLK YOUTH OFFENDING TEAM BUDGET 2017/18 (updated as at 1 August 2017)		
	£	£
PARTNERS CONTRIBUTIONS TO POOL BUDGET		
Children's Services	525,240	
<i>Clinical Commissioning Groups</i>	95,634	
Norfolk Constabulary	150,000	
National Probation Service	20,000	
Sub-total		790,874
YOUTH JUSTICE BOARD GRANTS		
Youth Justice YOT Grant	698,182	
including Junior Attendance Centres	34,411	
Sub-total		732,593
OTHER GRANTS		
<i>Public Health</i>	0	
Early Intervention Grant	325,000	
Police and Crime Commissioner (3 year agreement ending March 18)	114,000	
Childrens Services - Restorative Approaches	85,887	
Local Transformation Programme (CCGs) - Harmful Sexual Behaviour Project	65,375	
Sub-total		590,262
Use of Small Commissioning Fund		316,982
PARTNERS 'IN-KIND' CONTRIBUTION – SECONDED STAFF		
Children's Services - 3.0 FTE Education Workers / 4.0 FTE Social Workers	616,784	
<i>Clinical Commissioning Groups</i> - 3.0 FTE Health Workers	105,367	
Norfolk Constabulary - 3.0 FTE Police Officers	143,808	
National Probation Service - 3.5 FTE Probation Officers	137,561	
Sub-total		1,003,520
TOTAL		3,434,231

Italics indicate funding has not been formally agreed

The 2017/18 terms and conditions of the Youth Justice (YOT) Grant (England), including funding for Junior Attendance Centres in Great Yarmouth and Norwich provided to Norfolk County Council by the **Youth Justice Board** require assurance that they will be used exclusively for the delivery of youth justice services.

Norfolk YOT will comply with National Standards, data reporting and providing mandatory documents for the placement of young people in the secure estate. This will include maintaining and updating a case management system interacts as required with the youth justice system through Connectivity. AssetPlus is the assessment and planning framework used by Norfolk YOT. Norfolk County Council has no longstanding level of debt to the YJB in respect to requirements on local authorities designated by the courts to meet the cost of the secure remand of young people.

The Youth Justice (YOT) Grant (England) 2016/17 will be fully spent on delivering the priorities outlined in Section 4²⁰ of this plan; specifically but not exclusively including:

- Reduce the numbers of young people who offend in the first place (First-time Entrants)
- Ensure Norfolk YOT delivers accurate assessments that lead to effective plans designed to reduce risks and strengthen protective factors for young people
- Ensure that all young people in receipt of interventions through Norfolk YOT are treated as individuals and disproportionate activity is minimised
- Work in partnership to assist the development of the Early Help Strategy in Norfolk
- Further reduce the number and proportion of young people who re-offend
- Deliver appropriate actions against relevant recommendations from various Her Majesty's Inspectorate of Probation and Criminal Justice Joint Inspection thematic inspection reports
- Maximise the engagement of victims in restorative processes
- Improve understanding of and responses to the emergence of County Lines, serious youth violence and gang related behaviours in Norfolk
- Maximise the use of community orders and minimise the use of custody
- Reduce the average number of young people remanded to custody and the total bed-nights occupied in relation to the last 3 year average.

The Chair of the Norfolk Youth Justice Board, the Local Authority Chief Finance Officer and the Head of Youth Offending Service have, as required, signed their agreement that the terms and conditions of the Youth Justice Board's various grants will be met. Failure to comply with these terms and conditions will enable the YJB to withhold or withdraw the grant at any time, and to require the repayment in whole or in part of any sums already paid.

The Norfolk Youth Justice Board has oversight of the use of the Grant including a financial and performance report at each of its quarterly meetings. Additionally, reports regarding a number of other items detailed in the terms and conditions including those relating to legal and data requirements as well as matters of practice described in National Standards for Youth Justice, the YJB Case Management Guidance, the placement of young people in custody and Community Safeguarding and Public Protection Incident Reporting requirements are brought to the Board on a periodic basis throughout the year as and when required or appropriate. Norfolk YOT and its management board have a strong history of compliance with such matters.

²⁰ These are all activities set out in Annexe 2 of the Grant Agreement governing the YOT Grants for England and Wales 2017/18.

4. Delivering our priorities

This section includes detail of actions that the service will deliver in order to meet its priorities. Actions will contribute to delivery of priorities through various delivery mechanisms.

Service Objectives	<p><i>Reduce the numbers of young people who offend in the first place (First-time Entrants)</i></p> <p><i>Reduce the numbers of young people who re-offend</i></p> <p><i>Reduce the numbers of young people going into custody (prison) either sentenced or on remand</i></p>	
Risks to achieving these Objectives	<ul style="list-style-type: none"> • Loss of funding in both the short and long-term • Transfer of risk from central to local government with the potential devolution of the costs and accountability for custody to local authorities • Changes to the allocation of central government funding to YOTs lead to a decrease in performance • The implementation of Asset Plus leads to a negative impact on practice and performance measurement as well as a decrease in performance and recording as it is bedded in. 	
Lead	Chris Small: Head of Youth Offending Service	
Action	Milestones	Owner
Ensure Norfolk YOT maintains an experienced, qualified and motivated workforce to deliver high quality outcomes for young people	<ul style="list-style-type: none"> • Undertake a service-wide well-being survey of all Norfolk YOT staff conducted by the NCC Well-being Team • Work with NPS to address the local shortage of available Probation Officers and deliver effective, alternative means of providing an interim staffing contribution to Norfolk YOT whilst longer term solutions are sought 	Chris Small

	<ul style="list-style-type: none"> • Work with Norfolk Constabulary to address the local shortage of available Police Officers and deliver effective, alternative means of providing relevant services to Norfolk YOT whilst longer term solutions are sought • Work with the CCGs to ensure the continued provision of health funding and resources and in particular resolve the current impasse with North and South Norfolk CCGs • Work with NCC Public Health to determine the future position regarding current and future funding of substance misuse work by Norfolk YOT 	
Contribute to the national youth justice reform programme	<ul style="list-style-type: none"> • When the opening arises participate in the engagement opportunities for stakeholders and interested parties to contribute to the national youth justice reform programme. 	Chris Small
Contribute to the development of the new HMIP inspection framework and methodology	<ul style="list-style-type: none"> • HMIP are seeking thoughts or feedback around the work they have done so far through a series of consultation events in the early autumn of 2017 at which Norfolk YOT will be represented. 	Val Crewdson
Reduce the numbers of young people who offend in the first place (First-time Entrants)	<ul style="list-style-type: none"> • Building upon the success of the Triage pilot 'Challenge4Change' explore the feasibility of funding an enhanced triage model to maintain and widen the impact on First-time Entrants and Reoffending. • Consider the purpose and feasibility of Norfolk YOT direct representation in the MASH to aid informed initial decision-making and improve access to services and ultimately outcomes for young people • Review the existing Memorandum of Understanding between Norfolk YOT and Early Help to ensure it is 'fit for purpose', helps decision-making and access to appropriate services and assists in achieving the expected outcomes for young people 	Val Crewdson
Further reduce the number and proportion of young people who re-offend	<ul style="list-style-type: none"> • Continue the local reoffending working group • Consider utilising the tools introduced by the YJB in July 2017: (a) updated 'live' tracking tool and guidance (b) Police National Computer (PNC) reoffending tool (2014/1%) (c) new Reducing Reoffending toolkit area on the YJB Youth Justice Resource Hub • Consider the introduction of the YJB 'Predicted' binary rate of offending as an 	Tania Fulcher & Gareth Rhodes

	<p>additional, relevant benchmark for reporting</p> <ul style="list-style-type: none"> • Compile a list of the top ten young people most at risk of reoffending and intensively target them to try and change behaviour • Explore the potential to work within the Welsh Model of an Enhanced Case Management approach to working with children and young people with experience of the youth justice system, based on the Trauma Recovery Model that looks at the complex issues and adverse childhood experiences that often underlie offending behaviour. • Through the Interventions Working Group of the Effective Practice Lead Area of Work develop specific intervention resources to address the three most frequently committed offences by children and young people; violence, theft and criminal damage. • Through representation on the New Direction's Board working with Barnardo's to consider where Norfolk YOT and New Directions services might best interface to reduce the numbers of Children Looked After by exploring opportunities for joint work and the co-working of cases. • Consider the purpose and feasibility of Norfolk YOT direct representation in the MASH to aid informed initial decision-making and improve access to services and ultimately outcomes for young people 	Val Crewdson
Ensure that all young people in receipt of interventions through Norfolk YOT are treated as individuals & disproportionate activity is minimised	<ul style="list-style-type: none"> • Quarterly reporting on disproportionality and the annual diversity audit shows disproportionate activity is minimised • Consider the use of both the revised YJB 'Summary and Case Level Ethnic Disproportionality Toolkits • Collect data on nationality 	Chris Small & Gareth Rhodes
Ensure Norfolk YOT delivers accurate assessments that lead to effective intervention plans for young people subject to Norfolk YOT interventions	<ul style="list-style-type: none"> • Ensure all staff receive appropriate assessment training within the first year of their employment • Provide training to appropriate staff in a range of assessment and practice delivery skills relevant to a range of vulnerable cohorts of young people • Improve the quality of AssetPlus completion by embedding the required skills through further delivery of practice based training • In supervision, actively challenge staff to improve the quality of their interventions 	Tania Fulcher

	<p>and the range of interventions used including accurate and comprehensive recording in the case management system providing development opportunities as appropriate</p> <ul style="list-style-type: none"> • Improve the quality of pathways and planning for young people • Commissioning of consultation and intervention services from NCC Speech and Language Therapy Services • Further assimilate the Signs of Safety approach into practice with families to deliver far more interactive assessments which children and families can contribute to so they are enabled to influence and own their assessments and plans and play a key part in achieving their successful outcomes 	
Work in partnership to assist the development of the Early Help Strategy in Norfolk	<ul style="list-style-type: none"> • Consider the purpose and feasibility of Norfolk YOT direct representation in the MASH to aid informed initial decision-making and improve access to services and ultimately outcomes for young people • Support the countywide, partnership based, roll-out of the delivery of Early Help through the locality-based hub model and needs-led approach • Ensure that service delivery supports achieving both Troubled Families and YOT outcomes for children and young people working with Norfolk YOT • Actively participate in the Admissions to Care Panel in relation to young people active to Norfolk YOT to both advise on risk assessment and directly provide strategies for alternatives to care in particular to provide expert advice and intervention on issues of public protection and community safeguarding to enable young people to remain at home and in their communities 	Val Crewdson
Implement the Norfolk Restorative Approaches Strategy 2017-2020	<ul style="list-style-type: none"> • Continue to align Norfolk YOT's existing work in regard to restorative justice with the wider restorative approaches activity across the county • Deliver against the joint protocol and implementation plan to reduce offending and the criminalisation of Looked After Children • Deliver against the Norfolk Restorative Approaches Strategy 2017-2020 • Support workforce development in relation to restorative practices across NCC and the wider county coordinating training and ensuring consistency of content 	Patrycja Salbut-Jezior
Ensure 95% of young offenders have suitable	<ul style="list-style-type: none"> • Work with providers to develop and improve the independent living skills of young offenders aged 16 and over to prevent homelessness and resolve their housing 	Tania Fulcher

accommodation	<p>challenges</p> <ul style="list-style-type: none"> • Active participation in care placement decisions in relation to young people active to Norfolk YOT to provide expert advice on issues of risk assessment, public protection and community safeguarding to enable young people to be appropriately placed • Replicate, (as far as possible), the audit of accommodation needs of children and young people in the criminal justice system completed by HMIP in September 2015 to assess whether or not outcomes have improved as a result of the action plan 	
Ensure 75% of young offenders are fully engaged in education training and employment	<ul style="list-style-type: none"> • Use AssetPlus to put interventions in place that are appropriate to the young person's identified learning style • Diversify types of engagement and positive activities to align better with learning styles and speech and language difficulties. • Offer to work proactively with schools and other educational settings to reduce the risk of exclusion for young people involved with Norfolk YOT • Work with young people to help them make their transition into Employment, Education or Training 	Tania Fulcher
Ensure that the parent/carer(s) of young people receive a parenting intervention	<ul style="list-style-type: none"> • Focus on the quality of recording practice and develop increased accountability for the Norfolk YOT Parenting Coordinators to lead on the improvement of practice and outcomes 	Tania Fulcher
Maximise the engagement of victims in restorative processes by ensuring at least 50% have a say in the restorative process	<ul style="list-style-type: none"> • Restorative justice practice and ways of working reviewed against recent research findings, and NYOT Restorative Justice Policy and Procedures updated accordingly • The victim's needs and wishes are established at the earliest opportunity, regardless of the offence and the young person's current attitude towards involvement in restorative processes • Victims are supported to explore the impact of the offence using restorative enquiry (face-to-face where possible) and the approach taken to repair harm is tailored to meet the victim's expressed needs • Victims' views are fully and effectively represented at Referral Order panel meetings (where appropriate) and victims' needs and wishes are visible in initial 	Polly Johnson & Tania Fulcher

	<p>Referral Order agreements</p> <ul style="list-style-type: none"> • Positive victim contribution to Pre-Sentence Reports increased • The RJ module in AssetPlus is fully utilised to ensure the needs of the victim are seen as an inherent aspect of the young person's intervention plan • Restorative processes are delivered to meet the requirements and recommendations of the Code of Practice for Victims of Crime; Restorative Justice Council Best Practice Guidelines; and Ministry of Justice Restorative Justice Action Plan for the Criminal Justice System 	
Consider relevant recommendations from the 2011 HMIP thematic inspection report on <i>Interventions</i>	<ul style="list-style-type: none"> • Further develop the Norfolk YOT Domestic Abuse Strategy to include '<i>This is abuse</i>' a healthy relationship intervention addressing violence within teenage relationships and the '<i>Step-up</i>' programme' which addresses child on parent abuse. • In order to support alternatives to care and Early Help Norfolk YOT continues to explore the potential to offer the '<i>Step-up</i>' programme intervention to children and young people who are exhibiting these behaviours but are not in the criminal justice system • Ensure appropriate interventions are offered to meet the needs of girls (CJJI Report, December 2014 on Girls in the Criminal Justice System) • Relevant training and support in intervention delivery is provided to staff 	Tania Fulcher
Improve our understanding of and response to the possible emergence of County Lines, serious youth violence and gang related behaviours in Norfolk	<ul style="list-style-type: none"> • Work with the Police and Children's Services to ensure that Norfolk has effective structures and responses in place to understand and address the possible emergence of serious youth violence and gang related behaviours in Norfolk and contribute to the shared national aim of <i>Ending Gang and Youth Violence</i>. • Ensure there is effective liaison between Norfolk YOT and other agencies working to safeguard girls at risk of sexual exploitation (CJJI Report, December 2014 on Girls in the Criminal Justice System) • In the Autumn of 2017 implement across the workforce the use of resources developed internally to impact on serious youth violence, exploitation of vulnerable young people and County Lines 	Val Crewdson & Tania Fulcher
Consider relevant recommendations from the	<ul style="list-style-type: none"> • Develop the local response to the joint national Transitions Protocol for managing the planned and safe transition of young people and their sentence management 	Val Crewdson

<p>2016 HMIP thematic follow-up inspection report on <i>Transition Arrangements</i> from youth to adult services</p>	<p>from YOTs to probation service providers on or around their 18th birthday, monitor its effectiveness and review as necessary</p> <ul style="list-style-type: none"> • Sentence plans in Youth Offending Teams take account of future transfer to adult services where appropriate • Decisions to transfer young people to adult services or to retain young adults in youth based services are recorded in the case record and take into account the views of young people and what work needs to be undertaken to meet the aims of the sentence, to address likelihood of reoffending and risk of harm to others, and to manage vulnerability • Young people are thoroughly prepared for transfer to adult services • Notifications of transfer, and all essential advance information, are sent to the National Probation Service and adult establishments in sufficient time to ensure continuity of delivery of interventions • Parents and/or carers are involved, where appropriate, in discussions about transfer and in case transfer meetings where it is likely to aid the young person's progress and engagement 	
<p>Consider relevant recommendations from the 2014 Criminal Justice Joint Inspection [CJJI] report on <i>Girls in the Criminal Justice System</i></p>	<ul style="list-style-type: none"> • Assessments of the Likelihood of Reoffending, Risk of Harm and Vulnerability take into account the impact of gender • Further develop and embed gender specific working practices for Norfolk YOT (including the Pink Project) that improve the experience of young women involved in the youth justice system with the aim of achieving better outcomes for them • Develop Exit strategies that ensure girls have access to appropriate ongoing support at the end of their involvement with Norfolk YOT • Where they are involved, Children's Services social care staff maintain regular contact with girls in custody so that plans for their release are made in a timely manner 	<p>Tania Fulcher</p>
<p>Consider relevant recommendations from the 2013 HMIP thematic inspection report on the <i>effectiveness of multi-agency</i></p>	<ul style="list-style-type: none"> • Work to the emerging Norfolk Child Sexual Abuse Strategy and Action Plan • Work with Norfolk Safeguarding Children's Board (NSCB) to promote effective joint work with children who display or are likely to develop sexually harmful behaviour • Offer appropriate services to victims of sexually harmful behaviour at the earliest 	<p>Val Crewdson</p>

<i>work with children and young people who have committed sexual offences and are supervised in the community</i>	<p>possible stage</p> <ul style="list-style-type: none"> • Continue expansion of Sexually Appropriate Behaviour (SAB) practice to include work with those aged under 12s and iAIM²¹ • Work is to extend Harmful Sexual Behaviour interventions with young people outside of the criminal justice arena, including: <ul style="list-style-type: none"> - extend the capacity of children and young people's sector practitioners to do more direct work – 'skill them up' - provide a consultation service to practitioners/professionals - undertake some direct intervention work. 	
Maximise the use of community orders and minimise the use of custody.	<ul style="list-style-type: none"> • Within the limitations of Digital Norfolk Ambition (DNA) secure an appropriate range of 'devices' to support effective business delivery including digital working at court as part of the national Criminal Justice Service 'Efficiency' Programme • Routinely review cases where custodial sentence or remand to youth detention may have been avoided to explore the potential for learning and practice improvement • Ensure creative alternatives to custody are presented to sentencing courts in PSRs which make full use of a range of interventions delivered by both YOT and partners 	<p>Gareth Rhodes</p> <p>Val Crewdson</p> <p>Val Crewdson</p>
Ensure Norfolk YOT delivers accurate assessments that lead to effective intervention plans for young people in custody either sentenced or on remand	<ul style="list-style-type: none"> • Ensure the provision of timely and accurate information about children and young people who are sentenced or remanded to custody • Ensure collaboration with social care partners (including 'leaving care') to plan and deliver resettlement pathways 	Val Crewdson
Consider the relevant recommendations from the 2015 HMIP joint thematic inspection report on <i>Resettlement Services to Children by Youth Offending</i>	<ul style="list-style-type: none"> • Ensure that partner agencies work collaboratively with the Youth Offending Team to provide appropriate and timely accommodation, education, training and employment, health, social care and other services for children leaving custody well in advance of release • Establish and embed an understanding and delivery of good resettlement practice among all YOT staff and local partner agencies 	Val Crewdson

²¹ iAIM addresses sexual offending and behaviours committed on-line

<i>Teams and Partner Agencies</i>	<ul style="list-style-type: none"> • Ensure that all staff assess, plan for and manage the risk of harm that children pose to others • With partner agencies, plan for and promote the use of constructive activities for children leaving custody 	
Reduce the average number of young people remanded to custody and the total bed-nights occupied in relation to the last 3 year average.	<ul style="list-style-type: none"> • Ensure robust bail packages are presented to remand courts which make appropriate use both of ISS bail and of relevant conditions that do not amount to ISS. Close liaison between court officers and duty managers to shape bail proposals • Replicate, (as far as possible), the self-assessment of National Standard 3, <i>Bail and Remand Management</i> completed in November 2016 to assess the quality of practice and compliance with the National Standard • As requested by the YJB include Bail and Remand cases in routine internal audit processes during 2017/18 clearly identifying areas for improvement. • Contribute and respond to the virtual remand courts pilot in which alleged offenders will 'appear' in Norwich court 'virtually' from the Police Investigation Centres (PICs) around the county. 	Val Crewdson

Appendices

Appendix 1 - Staffing by Agency

Type of Contract	Strategic Manager (PT)	Strategic Manager (FT)	Operational Manager (PT)	Operational Manager (FT)	Practitioners (PT)	Practitioners (FT)	Administration (PT)	Administration (FT)	Sessional	Students/trainees	Volunteer	Total
Permanent		3	0.5	4	8.08	17	4.74	9				46.32
Fixed-term												0
Outsourced												0
Temporary			0.5		3.8	4						8.3
Vacant				1	2.1	2	0.5	1				6.6
Seconded Children's Services					0.8	3						3.8
Seconded Probation					0.5	2						2.5
Seconded Police					0	2						2
Seconded Health					0.8	2						2.8
Seconded Education						3						3
Total	0	3	1	5	16.08	35	5.24	10	0	0	0	75.32
Disabled (self-classified)												0

The staffing detail included in this table confirms that Norfolk Youth Offending Team is fully compliant with the staffing requirements of the Crime and Disorder Act, 1998, section 39(5) that is:

- A Probation Officer of which there are 2.6 FTE
- A Social Worker of a local authority Social Services Department of which there are the equivalent of 4 FTE
- A Police Officer of which there are 3 FTE
- A person nominated by a Health Authority of which there are the equivalent of 3 FTE
- A person nominated by the Chief Education Officer of which there are the equivalent of 3 FTE

Appendix 2 - Staffing by gender and ethnicity including volunteers

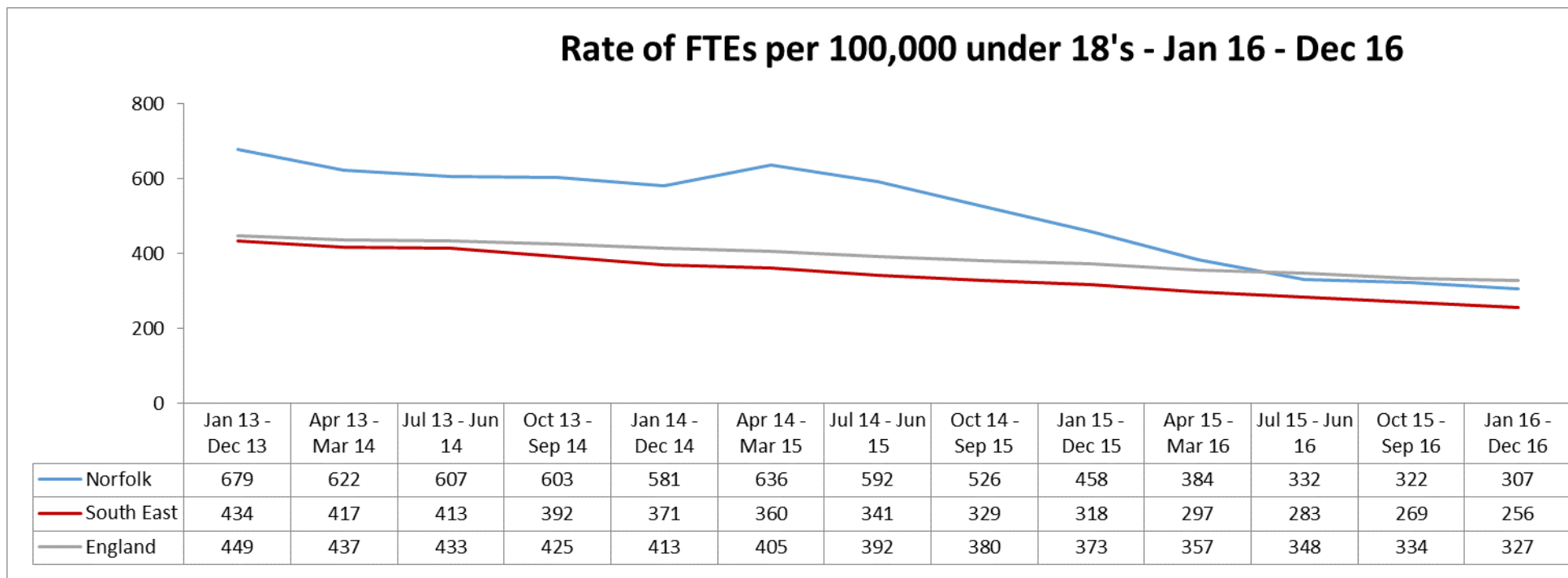
Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White British	1	2	1	4	16	31		15					8	28	26	80
White Irish															0	0
Other White														1	0	1
White & Black Caribbean													1		1	0
White & Black African					1										1	0
White & Asian															0	0
Other Mixed															0	0
Indian															0	0
Pakistani															0	0
Bangladeshi															0	0
Other Asian															0	0
Caribbean						1									0	1
African															0	0
Other Black				1											0	1
Chinese															0	0
Any other ethnic group															0	0
Not known						5									0	5
Total	1	2	1	5	17	37	0	15	0	0	0	0	9	29	28	88

Appendix 3 - The Norfolk Restorative Approaches Strategy 2017 - 2020

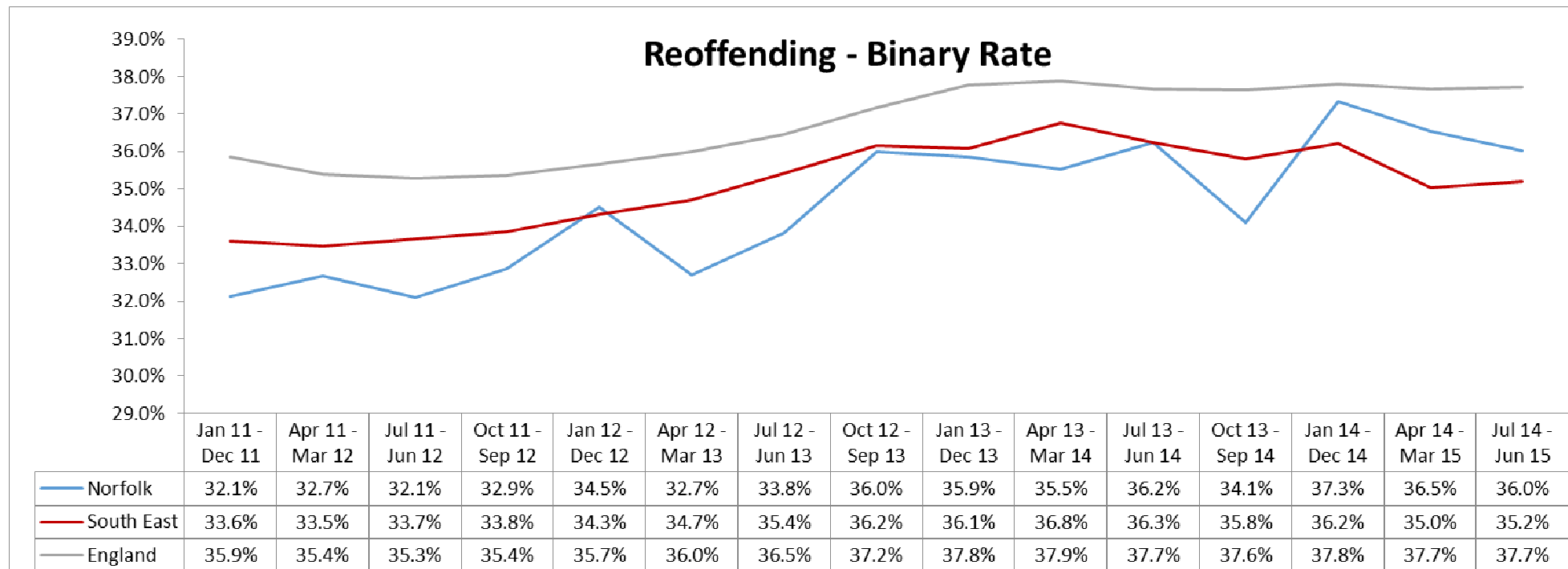


Appendix 4 – Performance Data

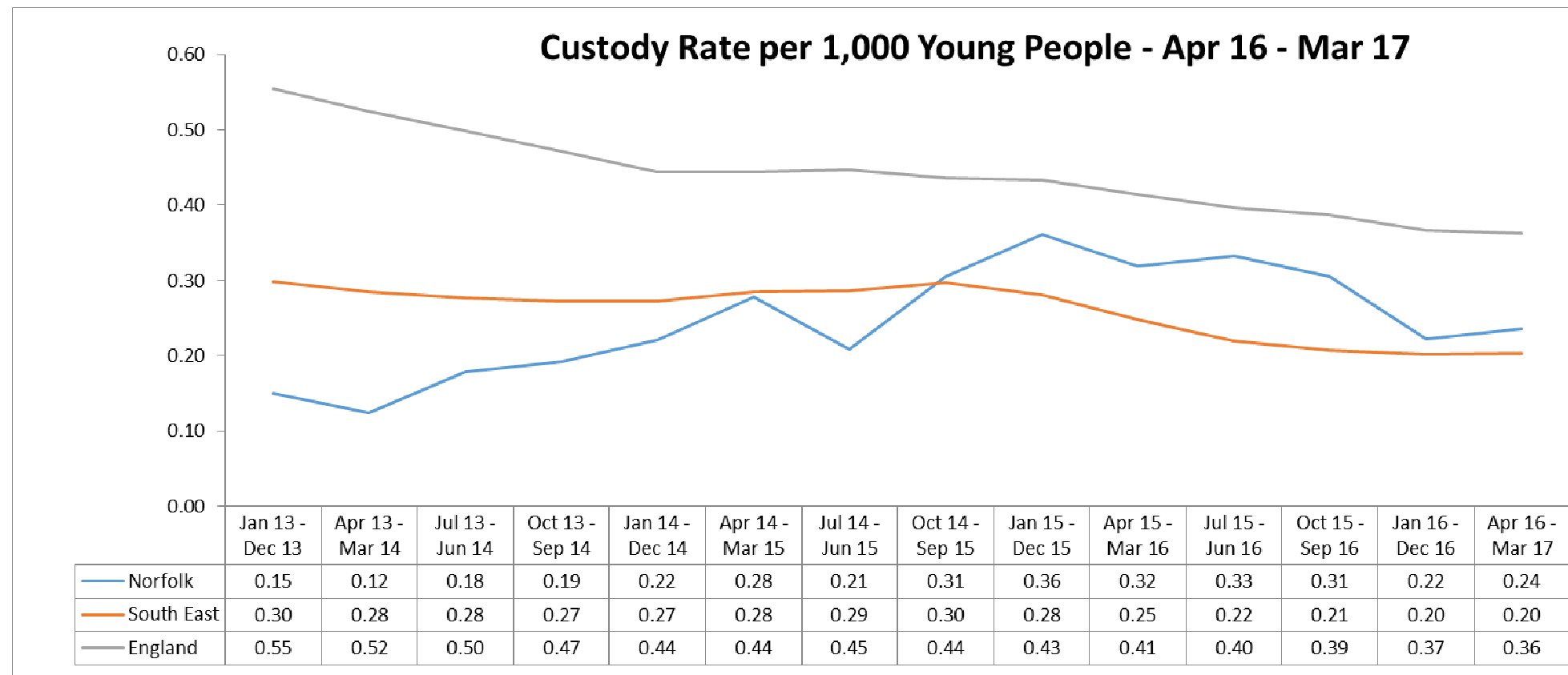
4.1 First-time Entrants (FTEs)



4.2 Binary Reoffending Rate



4.3 Use of Custody



4.4 Youth Justice Board Data Summary for Norfolk ~ April 2016 to March 2017



Indicators

FTE PNC rate per 100,000 of 10-17 population ***Good performance is typified by a negative percentage*

	Norfolk	South East	Comparison group	England
Jan 16 - Dec 16	307	256	317	327
Jan 15 - Dec 15	458	318	373	373
percent change from selected baseline	-33.1%	-19.3%	-15.2%	-12.2%

Use of custody rate per 1,000 of 10-17 population ***Good performance is typified by a low rate*

Apr 16 - Mar 17	0.24	0.20	0.20	0.36
Apr 15 - Mar 16	0.32	0.25	0.23	0.41
change from selected baseline	-0.08	-0.04	-0.03	-0.05

Reoffending rates aFTer 12 months

Reoffences per reoffender Jul 14 - Jun 15 cohort (latest period)	3.02	3.32	3.41	3.34
Reoffences per reoffender Jul 13 - Jun 14 cohort	2.95	3.10	3.07	3.14
change from selected baseline	2.1%	7.2%	10.9%	6.2%

frequency rate - Jul 14 - Jun 15 cohort (latest period)	1.09	1.17	1.18	1.26
frequency rate - Jul 13 - Jun 14 cohort	1.07	1.12	1.06	1.18
change from selected baseline	1.5%	4.0%	10.9%	6.4%

binary rate - Jul 14 - Jun 15 cohort (latest period)	36.0%	35.2%	34.6%	37.7%
binary rate - Jul 13 - Jun 14 cohort	36.2%	36.3%	34.6%	37.7%
percentage point change from selected baseline	-0.2%	-1.1%	0.0%	0.0%