

Youth Justice Plan 2018-21



artwork produced by young people working with **Norfolk Youth Offending Team** in partnership with **Norwich Castle Museum**
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NORFOLK FUTURES
SAFE CHILDREN AND RESILIENT FAMILIES

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The annual Youth Justice Plan for Norfolk was presented for approval by the Norfolk Youth Justice Board on 5th June 2018 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 10th July 2018 with an accompanying report by the Executive Director of Children's Services, to the Policy and Resources Committee on 16th July 2018 and to Full Council on 23rd July 2018.

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 2018 - 21. 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 last issued the Youth Justice Plan: YJB Practice Note for Youth Offending Partnerships on 18th May 2018, which offered guidance regarding the content and structure of the Youth Justice Plan. The requirements of this guidance are incorporated in this Plan.

Introduction

Welcome to the 2018-21 Norfolk Youth Offending Team Youth Justice Plan. The Plan gives an overview of the work of the Youth Offending Team in Norfolk and also sets out details of performance over the past year and our priorities for the coming year and beyond.

In Norfolk we continue to work together in partnership to make our communities, families, children and young people safe; the Youth Offending Team has a key role to play by:

- Helping prevent offending and reoffending
- Reducing the use of custody
- Reducing the number of young people entering the Criminal Justice System for the first time.
- Contributing to multi-agency public protection and safeguarding

The YOT does this by working together with its key partners – the Police, the Police and Crime Commissioner, Norfolk County Council Children's Services, Health Services, National Probation Service and the wider Community Safety Partnership - to deliver high quality and effective services to young people, their families and the victims of offending.

The YOT budget continues to be under pressure and will see a reduction in financial and 'in kind' contributions by the National Probation Service (reduction of 1.5FTE /£10K) in the 2018/19 financial year.

YOT Board partners successfully resolved previous funding issues with some CCGs.

The Office of the Police and Crime Commissioner and Public Health have confirmed their continued funding.

The Youth Justice Board have confirmed the 2018/19 Youth Justice Grant for Norfolk which remains at the same level as 2017/18.

The potential risk from reduced resources and funding is the impact on the YOT's ability to maintain the effective transition of young people to adult services.

During 2018-21 the main YOT priorities will include:

To develop and contribute to a dedicated multi-agency Child Criminal Exploitation (County Lines) Team and safeguard children and young people who are vulnerable to radicalisation.

- Focus on reducing reoffending using the Youth Justice Board reoffending tool to identify and target areas for intensive intervention.
- Work with the YOT Board and Partnership to consider how to implement the HMIP Thematic Inspection recommendations on 'Out of Court Disposals' and 'Public Protection'.
- Investigate the evidence base for implementing trauma informed practice in YOT work and to embed desistance theory in line with the Youth Justice Board and HMIP recommendations.
- Prepare Norfolk YOT, the Norfolk YOT Management Board and the Partnership for the new 2018 HMIP Inspection Framework for Youth Justice.

On behalf of the Management Board I am pleased to present the Youth Justice Plan for 2018-21.

Wendy Thomson, Chair of the Norfolk YOT Management Board and Managing Director of Norfolk County Council.

Plan on a Page

Our vision for Norfolk children and young people is that they will be safe and live with resourceful and resilient families. They will live in inclusive and supportive communities, have access to high quality education and training and have opportunities to thrive in adulthood.

In line with Norfolk County Council's strategy 2018-21, we will be guided by the following key principles: • Offering our help early to prevent and reduce demand for specialist services • Joining up our work so that similar activities and services are easily accessible, done well and done once • Being business-like and making best use of digital technology to ensure value for money • Using evidence and data to target our work where it can make the most difference

What we'll do

Aims:

- 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 aim to meet the diverse needs of people in Norfolk involved in or affected by offending.

Outcomes: will focus on those 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

Priorities:

- Break the cycle and pattern of child criminal exploitation.
- Safeguard children and young people vulnerable to radicalisation
- Prepare the Norfolk Youth Justice Partnership for the new HMIP Inspection Framework for Youth Justice.
- Ensure national best practice is implemented in Norfolk.
- Focus on reducing reoffending
- Respond effectively to emotional trauma and other adverse events in young people's lives
- Deliver services that supports the child or young person to stop offending.

How we'll do it

Break the pattern of child criminal exploitation: by establishing a co-located multi-agency Child Criminal Exploitation Team to (a) raise awareness & provide training, (b) provide consultation & advice, (c) focus on diversion and early intervention (d) support enforcement through the appropriate use of intelligence

Safeguard those vulnerable to radicalisation

- Be cognisant of the Counter Terrorism Local Profile
- Implement the YJB 'Community practice advice: managing extremism for under 18s'
- Provide training and guidance to staff
- Work with partners to provide support & interventions

Prepare for inspection

- Work with the YOT Board to enhance understanding of the framework & set the strategic direction & priorities
- Prepare staff & provide desistance training
- Undertake practice audits against the inspection framework

Implement national thematic inspection recommendations:

By identifying the relevant recommendations in the HMIP Out of Court Disposals and Public Protection thematic inspection reports & developing action plans to implement them into practice

Focus on reducing reoffending: by developing the work of the reoffending project to (a) engage young people at the earliest opportunity (b) Develop specific offence and safeguarding interventions (c) increase practitioner skills in the delivery of interventions and child centered practice and (d) Focus on reducing the criminalisation of young people in care

Trauma-informed practice: by (a) developing a pathway with CAMHS (b) providing training to YOT staff (c) exploring options to offer community based interventions

How we'll know if we've made a difference

We know we have made a difference when:

- Front line staff are confident in recognising the signs of CCE in children and young people
- Interventions that prevent & safeguard young people from becoming involved in criminal exploitation have been successfully delivered
- The number of young people being drawn into the supply of drugs or criminally exploited in Norfolk has reduced.
- CCE awareness in education settings to help safeguard young people from exploitation has been raised
- A good or outstanding rating is achieved in the HMIP inspection
- The Norfolk YOT Management Board is active in setting the strategic direction and priorities for Norfolk YOT.
- Norfolk YOT staff understand and are prepared for the new inspection framework
- By June 2019 the relevant recommendations in the HMIP Out of Court Disposals and Public Protection thematic inspection reports are implemented
- By March 2019 offending rates in the first three months following a young person's court appearance have reduced
- By December 2018 a range of offence specific interventions are delivered by confident YOT staff
- Young people & families contribute to their plan.
- The number of looked after children (a) entering the youth justice system for the first time and (b) reoffending has reduced
- By December 2018, young people receive timely psychological and emotional support
- By March 2019, YOT practitioners capitalise on good engagement, know which interventions are needed and when it is the right time to try different things
- Adopting the Enhanced Case Management Model in Norfolk has been considered
- By December 2018 YOT practitioners are conversant with & apply desistance theory in their work with young people

Partnership Arrangements and Governance

- Direct **governance arrangements** for the Youth Offending Team (YOT) 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.
- 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.
- The YOT is represented by the Head of Service on a wide range of partnership boards and contributes to their action plans and strategic direction. These include the Norfolk Safeguarding Children Board, the Local Criminal Justice Board, the Child Criminal Exploitation Partnership sub-group, the NSCB Child Sexual Abuse sub-group, the County Community Safety Partnership, PCC Rehabilitation of Offenders Board, CAMHS Strategic Partnership Board, MAPPA SMB, Early Help Board and the Prevent Board. 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.
- The YOT hosts the Children's Services Restorative Approaches Team and sits on the Restorative Approaches Strategic Board.
- The YOT hosts the Harmful Sexual Behaviour Project a CAMHS /Local Transformation Plan funded initiative.
- Services delivered by Norfolk YOT contribute directly to the delivery of other corporate strategies including the County Council 'Norfolk Futures' vision and strategy for 2018-2021 and within this the Norfolk Children's Services priority 'Safe Children and Resilient Families'.
- The YOT has also contributed to the County Community Safety Partnership Priorities.
- Jointly with Police and Adult Services, the YOT commissions an Appropriate Adult Service for children and young people.

Partnership Arrangements and Governance cont.

What the Board will do to ensure effective governance:

- Oversee the effective delivery of youth justice services and develop the vision and strategic direction.
- Monitor YOT performance against both National and local indicators by scrutinising comprehensive quarterly performance reports and agreeing actions for improvement where needed.
- Define the priority areas for scrutiny including current practice and approaches.
- Review Community Safeguarding and Public Protection Incidents and National Standards Audits.
- Scrutinise the YOT annual spending to ensure that all core YOT services are delivered within the allocated budget and that the Youth Justice Board grant conditions are fully complied with.
- Ensure that the YOT is fully integrated into and able to influence strategic developments with which partners are engaged.

All key partners are represented on the Management Board.

The Board will extend its membership to other partners to ensure the progression of a specific development issue. This ensures the Board is best placed to address any barriers to effective multi-agency working and can therefore make an effective contribution to delivering outcomes.

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.

Key priorities for 2018-21:

- Ensure the YOS fully implements the 2018-21 Youth Justice Plan and that this is reviewed on an annual basis.
- Ensure key agencies are represented at an appropriate level on the Management Board.
- Ensure the YOT maintains a high level of performance against the National indicators and delivers its priorities.
- Critically investigate areas where performance is poor to ensure that this analysis informs partnership developments.
- In 2018-19 work with board members to understand their role in relation to the Youth Justice Board 'Modern Youth Offending Partnerships - Guidance on Effective Youth Offending Team Governance in England'.
- In 2018-19 work with board members and the YOT leadership team to enhance our understanding of the HMIP Inspection Framework domain on 'Leadership and Governance'.

Performance against National Indicators

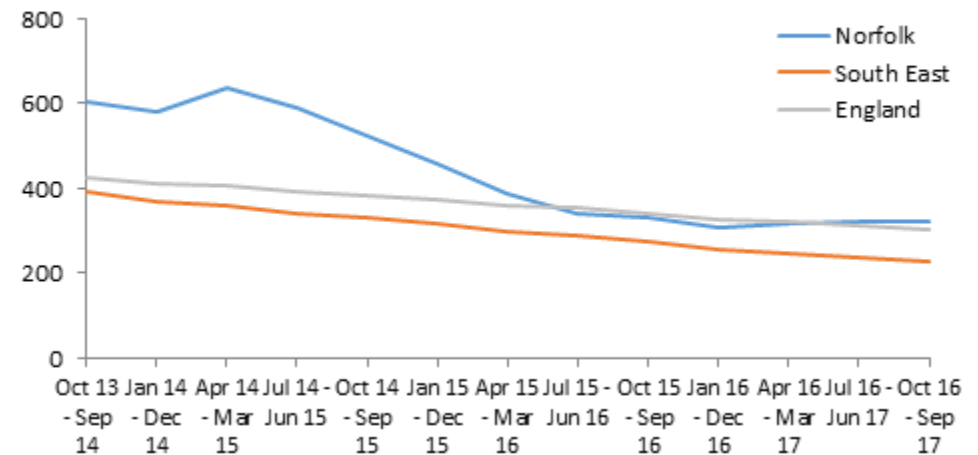
First Time Entrants and Custody

First Time Entrant Analysis:

With the introduction of C4Cs, which is a joint diversion project between Norfolk YOT and Norfolk Constabulary, Norfolk YOT experienced significant reductions in FTEs quarter on quarter. The 'per' 100,000 rate for Norfolk was 636 in Apr14-Mar15 and now stands at 323 in Oct16-Sep17 (a reduction of 49.2%). It was anticipated that year on year further reductions would be harder to achieve and this has been the case with very small increases over the last 3 quarters. In Jan16 to Dec16 the rate was 307 at its lowest and that has increased only slightly to 323 (this represents an increase of just 12 young people in real terms).

Performance is slightly worse than the regional and national pictures, although is slightly better than the family¹ comparator group which compares YOTs with similar demographic profiles. The family rate for Oct16 to Sep17 is 331.

Rate of FTEs per 100,000 under 18's - Oct 16 - Sep 17



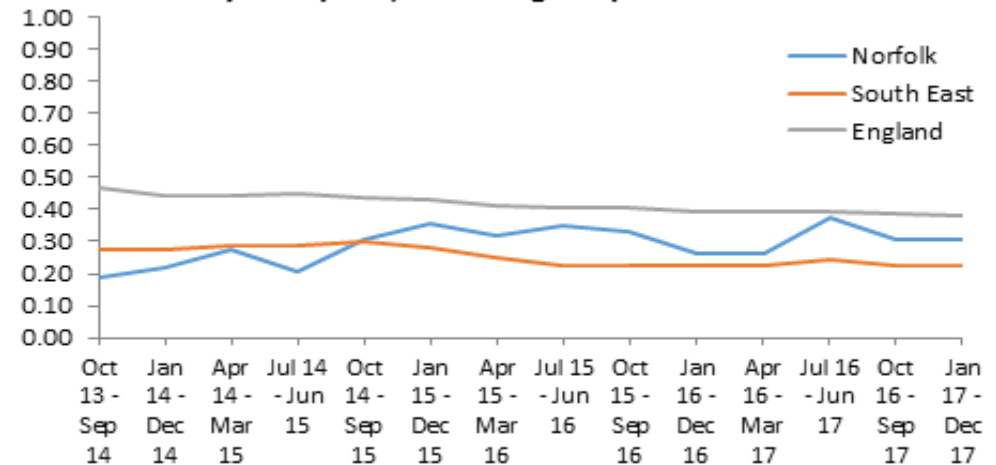
Custody Analysis:

Custody rates per 100,000 of 10-17 year old population have been flat for the last 2 years with rates going from 0.36 for the Jan15 to Dec15 period to 0.26 for the Jan16 to Dec16 period and then to 0.30 for the Jan17 to Mar17 period. In real terms the last year represents an increase of only 3 young people more receiving custodial sentences.

Given the challenging last year with County Lines / Child Criminal Exploitation (CCE) issues coming to the fore, it can be seen as an achievement that the custody rate is as low as it is.

Norfolk YOT will continue to work with partners and the Courts to ensure the need for custodial sentences is kept to a minimum.

Custody Rate per 1,000 Young People - Jan 17 - Dec 17



Performance against National Indicators

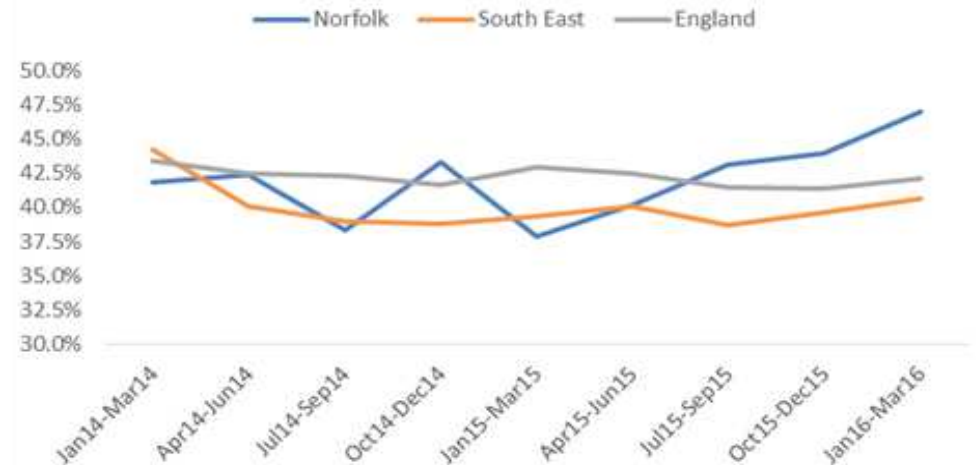
Reoffending, Indicator Risks and Actions

Reoffending Analysis:

By necessity the formal reoffending data is more than two years behind the current period. The indications from a local 'real time' analysis of our reoffending rates suggest a better performance.

Reoffending rates rose from 37.9% in **January to March 2015** to 47.0% in **January to March 2016**. This has the unfortunate consequence of comparing our best quarter's performance with our worst quarter. This rise in reoffending rates coincides with the significant reduction in First-time Entrants figures. Analysis has shown that a large part of the lower end of the scale has been removed from the youth offending cohort and, as a result of the introduction of Challenge 4 Change in 2015, has left the more entrenched, high risk of reoffending young people as a greater proportion of those who are within the service.

Reoffending Binary Rate - Jan 16 to Mar 16



Indicator Risks

First Time Entrants

The current numbers are at a historic low which is likely to make it difficult to achieve large gains and regular, small variations can be expected.

Custody

Custody rates are at historic averages and as the landscape changes for Norfolk YOT, keeping custody rates down will prove challenging given the numbers of young people involved in violence, the sale of class A drugs and child criminal exploitation.

Reoffending

Reoffending is on an upwards trend and will potentially have an impact on custody rates.

Indicator Actions

First Time Entrants

- Work with Norfolk Constabulary to implement the HMIP Thematic 'Out of Court Disposals recommendations' in relation to diversion and establish if there are joint opportunities to further reduce first time entrants.

Custody

- Strengthen our practice and the robustness of alternatives to custody.
- Work with partners to divert young people from involvement in organised drug supply and the associated violence.

Reoffending

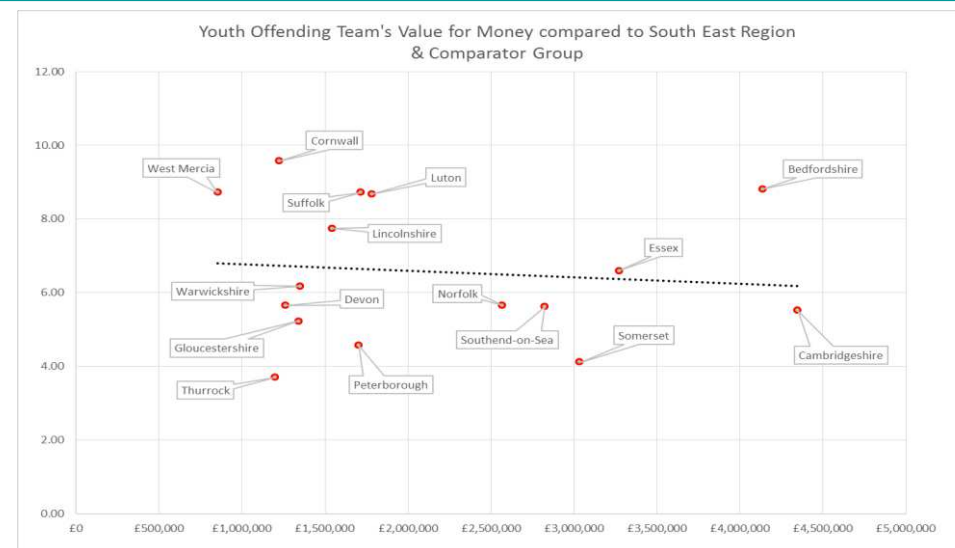
- Engage young people and their parents/carers at the earliest opportunity
- Develop specific offence and safeguarding interventions
- Develop practitioner skills in desistance theory and practice.
- Focus on reducing the criminalisation of young people in care.

Finance

The tentative gross income for 2018/19 is £3,508,769 which includes a predicted 'in-kind' contribution from partners of £969,872 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 2018/19. All contributions have been maintained at 2017/18 levels with the exception of that from the National Probation Service (NPS) where staffing allocation against workload have been reassessed nationally and as a result the number of NPS seconded staff to Norfolk YOT reduced from 3.5 FTE to 2 FTE with a concomitant reduction in support for management costs. On the positive side, following negotiations involving Board members the collective contribution from CCGs has increased and returned to 2016/17 levels.

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 around the group average. Nationally the average cost per offender was £8,713 with the least cost effective (Brighton and Hove) costing £19,732 and the most cost effective (Portsmouth) costing £4,002. Norfolk costs £6,852 (the 28th least expensive) which is 22% less than the cost of working with a young offender in Suffolk.

NORFOLK YOUTH OFFENDING TEAM BUDGET 2018/19 (as at 19 June 2018)		
	£	£
PARTNERS CONTRIBUTIONS TO POOL BUDGET		
Children's Services	525,240	
Clinical Commissioning Groups	118,598	
Norfolk Constabulary	150,000	
National Probation Service	10,000	
Sub-total		803,838
YOUTH JUSTICE BOARD GRANTS		
Youth Justice YOT Grant	698,182	
Including Junior Attendance Centres	34,411	
Sub-total		732,593
OTHER GRANTS		
Public Health	43,000	
Early Intervention Grant	325,000	
Police and Crime Commissioner (3 year agreement ending March 21)	114,000	
Children's Services - Restorative Approaches	93,250	
Norfolk and Suffolk Foundation Trust (NSFT) - Harmful Sexual Behaviour Project	65,375	
Sub-total		640,625
Use of Small Commissioning Fund		361,841
PARTNERS 'IN-KIND' CONTRIBUTION – SECONDED STAFF		
Children's Services - 3.0 fte Education Workers / 4.0 fte Social Workers	616,784	
Clinical Commissioning Groups - 3.0 fte Health Workers	130,674	
Norfolk Constabulary - 3.0 fte Police Officers	143,808	
National Probation Service - 2.0 fte Probation Officers	78,606	
Sub-total		969,872
TOTAL		3,508,769



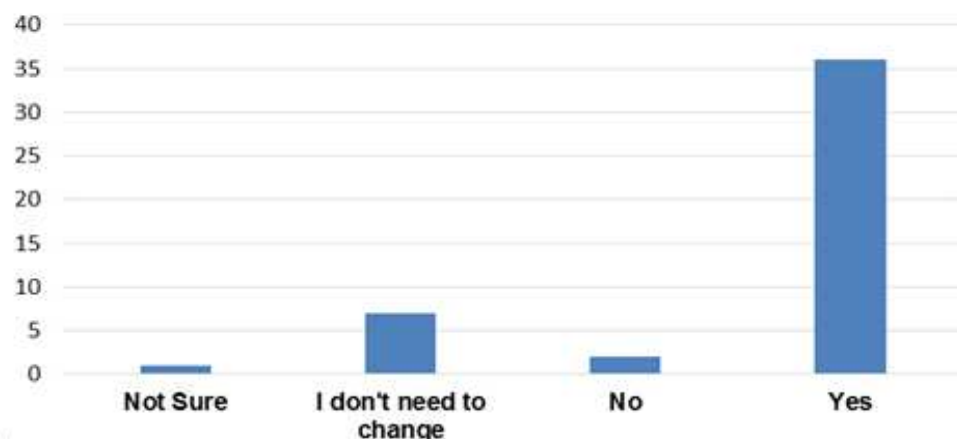
Service User

Service user feedback is based on data gathered from a new, internally developed, Smart Survey feedback form that replaced both the previous ViewPoint Intervention Quality Evaluation and the HMIP Viewpoint questionnaire from the beginning of July 2017. The survey is completed in the last month of the young person's involvement with Norfolk YOT.

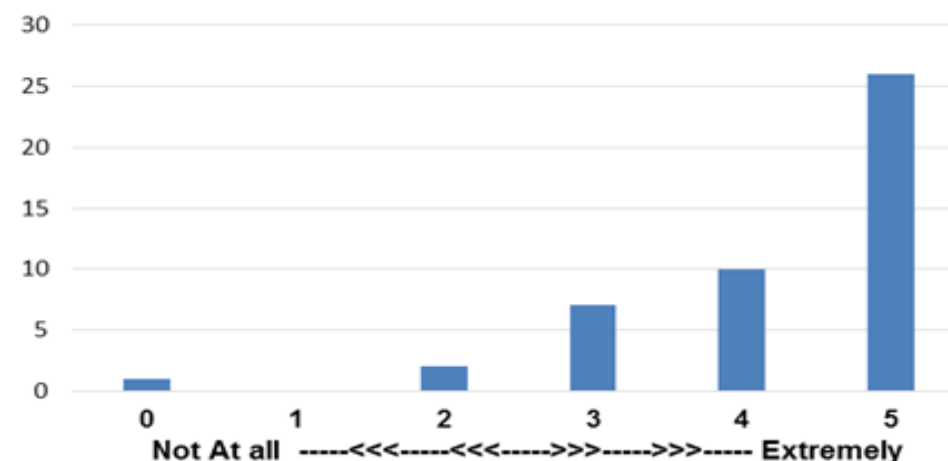
- 43 responses were completed, this is 21% of the cases that closed in the period. National returns for similar youth justice based service user feedback processes average around 20%, so we have picked back up to our previous rate of completion quickly given this is a new questionnaire tool.
- 37 (80.4%) were completed by 15 to 18 year olds, which is slightly down on the previous report (87.5%). The mode being 17 year olds
- 82.6% (38) respondents were male
- 40 described themselves as 'White British' the other three as 'Black or Black British', 'Mixed' or 'White European'
- 93.5% said they preferred English as their first language, 6.5% first preference was Lithuanian

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, 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

My work at the YOT has made me realise that I can change?



Is it serious to break the law?



Priorities

Norfolk Youth Offending Team Priorities 2018 – 2021

What we will do

How we will do it

How we will know if we have made a difference

Criminal Exploitation of Children (County Lines):

Break the cycle and pattern of exploitation working collaboratively with partners including the MASE team and in line with the anticipated County Community Safety Partnership 'County Lines Strategy' to ensure that the criminal exploitation of children and young people is a clear safeguarding and community safety priority.

Val Crewdson, Head of Service

• **Multi-Agency CCE Team:**

Norfolk YOT will play a key part in the development and resourcing of a co-located multi-agency Child Criminal Exploitation (CCE).

• The CCE team will support four key aims by:

- Raising awareness (training) for all partners involved in services to children, young people and vulnerable adults.
- Providing consultation and advice for front line staff and their managers to identify those at risk and advice on prevention and intervention approaches.
- Focusing on the diversion of children and young people at risk and intervene where children and young people are involved.
- Support enforcement of youth court orders and criminal outcomes for perpetrators

• **By June 2019 the CCE Team will have:**

➤ **Improved awareness of CCE in Norfolk:**

Front line staff will be more confident in recognising the signs of CCE in children and young people, vulnerable locations across the area, the association between CCE and Child Sexual Exploitation and Radicalisation, how to share intelligence relating to CCE concerns and have a clear understanding of the procedures relating to safeguarding and protecting children and young people from CCE.

➤ **Provided Consultation and Advice on CCE cases:**

Front line staff will develop the knowledge and skills to identify and tackle the issue of CCE.
We will have a clearer understanding of the problem profile in Norfolk.

Priorities

Norfolk Youth Offending Team Priorities 2018 – 2021

	<p>through the use of intelligence where appropriate.</p> <ul style="list-style-type: none"> Utilise the Norfolk Constabulary Data Analyst and identify an appropriate 'tracker tool' to measure the work of the CCE team and develop an accurate 'problem profile' in Norfolk. 	<ul style="list-style-type: none"> ➤ Undertaken diversion and intervention activity and/or support colleagues to do so: The CCE team will have successfully delivered or supported colleagues to deliver interventions that prevent and safeguard young people from becoming involved in criminal exploitation, organised crime and serious youth violence and protect young people already involved. ➤ Reduced the number of young people being drawn into the supply of drugs /being criminally exploited in Norfolk. ➤ Supported Education Designated Safeguarding Leads to raise awareness in education settings to help safeguard children and young people.
<p>Safeguarding children and young people who are vulnerable to radicalisation: Children in the criminal justice system or on the edge of it, are likely to be socially excluded, disadvantaged and can be vulnerable to many influences including radicalisation.</p> <p>Tania Fulcher, Area Manager</p>	<ul style="list-style-type: none"> The YOT will be cognisant of the regional Counter Terrorism Local Profile (CTLP). The YOT strategic lead (Tania Fulcher) in conjunction with the Norfolk Prevent Coordinator (Dr Mark Osborn) will implement the Youth Justice Board 'Community practice advice - managing extremism for under 18s' by September 2018. 	<ul style="list-style-type: none"> YOT staff have a good understanding of what makes children and young people vulnerable to radicalisation and follow safeguarding procedures. YOT staff will know how to access specific support for those children and young people who have been identified as being vulnerable to radicalisation.

Priorities

Norfolk Youth Offending Team Priorities 2018 – 2021

	<ul style="list-style-type: none"> • The YOT strategic lead will ensure that YOT staff receive appropriate training, understand their role and are equipped to work with young people who are vulnerable to risky influences during adolescence and that links to criminal exploitation of young people and radicalisation are understood. • Norfolk YOT will work together with the Prevent Coordinator and partners to provide a range of support and interventions for children and young people at risk of radicalisation. 	
<p>Effective practice: Prepare Norfolk YOT, the Norfolk YOT Management Board and the Partnership for the new HMIP Inspection Framework for Youth Justice.</p> <p>Val Crewdson, Head of Service YOT Management Board.</p>	<ul style="list-style-type: none"> • Work with the Norfolk YOT Management Board to ensure that they have a clear understanding of their role in accordance with the new inspection framework. • Work with the YOT Management Board to set the strategic direction and priorities for Norfolk Youth Offending Team. • Through the YOT HMIP working group prepare staff for the new inspection framework via staff briefings. 	<ul style="list-style-type: none"> • Norfolk YOT achieves a good or outstanding rating in their HMIP inspection. • The Norfolk YOT Management Board is active in setting the strategic direction and priorities for Norfolk YOT. • Norfolk YOT staff understand the new inspection framework and are prepared for it

Priorities

Norfolk Youth Offending Team Priorities 2018 – 2021

	<ul style="list-style-type: none"> • Develop a training programme to support YOT staff to work in accordance with the desistance theory. • Undertake regular practice audits against the new inspection framework. 	
<p>Improving Practice: HMIP Thematic Inspection Recommendations: Ensure identified best practice is implemented in Norfolk.</p> <p>Tania Fulcher, Area Manager Claire Winchester, Area Manager</p>	<ul style="list-style-type: none"> • Identify and implement into YOT practice the relevant HMIP recommendations in the Out of Court Disposals and Public Protection thematic inspection reports. • YOT strategic leads (Tania Fulcher and Claire Winchester) to develop an action plan in their area of work. 	<ul style="list-style-type: none"> • Norfolk YOT and partners will have implemented the HMIP recommendations by June 2019.
<p>Focus on reducing reoffending: Continue to develop the work of the YOT reoffending project.</p> <p>Tania Fulcher, Area Manager.</p>	<ul style="list-style-type: none"> • Identify and analyse reoffending risk factors for our top ten offending young people. • Implement post-court practice approach so that young people are engaged with the YOT at the earliest opportunity. • Develop specific offence and safeguarding interventions to reduce offending in both group and individual settings. • Implement young person friendly planning templates and planning practice. 	<ul style="list-style-type: none"> • By March 2019 we will have reduced reoffending rates in the first three months following a young person's court appearance. • Reduce the reoffending rates of the top ten offending young people. • By December 2018 a range of offence specific interventions will be delivered to children and young people improving their engagement and ensuring a structured learning experience.

Priorities

Norfolk Youth Offending Team Priorities 2018 – 2021

	<ul style="list-style-type: none"> • Strengthen our practice in relation to alternatives to custody. • Focus on reducing the criminalisation of young people in care and the implementation of the LAC Protocol. 	<ul style="list-style-type: none"> • YOT staff will be more confident in the delivery of a diverse range of interventions. • Improved the engagement and contribution of young people and their families in their plan. • Reduced the number of looked after children entering the youth justice system for the first time. • Reduced the reoffending rates of looked after children through joint working with Children's Services and Norfolk Constabulary.
<p>Trauma Informed Practice: The Youth Justice Board and HMI Probation have identified this as an area for development in YOT work. Norfolk YOT will consider the evidence base for this approach and report to the YOT Management Board by December 2018.</p> <p>Val Crewdson, Head of Service</p>	<ul style="list-style-type: none"> • Norfolk YOT will consider the evidence base for this approach in Norfolk and report to the YOT Management Board for agreement and implementation. • If Trauma Informed Practice is adopted, develop a pathway with CAMHS to ensure fast access to appropriate psychologically informed interventions for those that need CAMHS intervention. 	<ul style="list-style-type: none"> • Young people will receive psychological and emotional support quickly at a time and in an environment that supports their engagement. • By March 2019, YOT Practitioners will know how to capitalise on good engagement and know which interventions are needed and when it's the right time to try different things. • During 2018/19 Norfolk YOT will engage with CAMHS commissioners and the

Priorities

Norfolk Youth Offending Team Priorities 2018 – 2021

	<ul style="list-style-type: none"> • Train YOT staff to work in a psychologically informed way with young people who have experienced adverse childhood experiences. • Explore options with CAMHS to offer services to young people other than in clinic based model. • By 2020 explore the potential for Norfolk YOT to adopt the Welsh trauma informed Enhanced Case Management model. 	CAMHS redesign project to consider adopting the Enhanced Case Management Model in Norfolk for young people who offend.
Embed Desistance Theory in YOT Practice: HMI Probation have signalled their intention to focus on the ability of YOTs to embed desistance theory into practice.	<ul style="list-style-type: none"> • In line with the recent HMI Probation thematic inspection recommendations, embed desistance theory into our assessment, planning and interventions with children and young people. 	<ul style="list-style-type: none"> • By December 2018 all YOT practitioners will be conversant with and apply desistance theory in their work with young people.

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	0.50	2.0		5.0	7.15	22.0	5.5	10.0				52.15
Fixed-term												0
Outsourced												0
Temporary	0.50				2.0	1.0	0.50					4.0
Vacant				1.0		7.64						8.64
Seconded Children's Services						4.0						4.0
Seconded Probation					0.50	1.0						1.5
Seconded Police						2.0						2.0
Seconded Police Vacancy						1.0						1.0
Seconded Health					0.80	2.0						2.8
Seconded Education						1.0						1.0
Total	1.0	2.0	0	6.0	10.45	41.64	6.0	10.0				77.09
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 were 3.5 FTE and will be 2.0 FTE from 1st April 2018.
- 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 and 2.0 FTE filled with a 1.0 FTE vacancy.
- 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	2	2	1	4	15	31	2	18					11	26	31	81
White Irish																
Other White																
White & Black Caribbean													1			
White & Black African																
White & Asian																
Other Mixed																
Indian																
Pakistani																
Bangladeshi																
Other Asian																
Caribbean						1										1
African																
Other Black					1										1	
Chinese																
Any other ethnic group																
Not known						3					1					4
Total	2	2	1	4	16	35	2	18			1	12	26	32	86	

Appendices

Indicators	Norfolk	South East	YOT familv	England
FTE PNC rate per 100,000 of 10-17 population <i>**Good performance is typified by a negative percentage</i>				
Oct 16 - Sep 17	323	226	315	304
Oct 15 - Sep 16	332	275	357	340
percent change from selected baseline	-2.6%	-17.8%	-11.7%	-10.7%
Use of custody rate per 1,000 of 10-17 population <i>**Good performance is typified by a low rate</i>				
Jan 17 - Dec 17	0.28	0.23	0.18	0.38
Jan 16 - Dec 16	0.26	0.22	0.18	0.39
change from selected baseline	0.01	0.01	0.01	-0.01
Reoffending rates after 12 months - Three month cohorts				
Reoffences per reoffender Jan 16 - Mar 16 cohort (latest period)	3.49	3.89	3.96	3.85
Reoffences per reoffender Jan 15 - Mar 15 cohort	3.36	3.51	3.87	3.64
change from selected baseline	3.9%	11.0%	2.3%	6.0%
Binary rate - Jan 16 - Mar 16 cohort (latest period)	47.0%	40.6%	38.8%	42.1%
Binary rate - Jan 15 - Mar 15 cohort	37.9%	39.3%	42.8%	42.9%
percentage point change from selected baseline	9.1%	1.3%	-4.0%	-0.8%
Reoffending rates after 12 months - Aggregated quarterly cohorts				
Reoffences per reoffender Apr 15 - Mar 16 cohort (latest period)	3.77	3.77	4.03	3.78
Reoffences per reoffender Apr 14 - Mar 15 cohort	3.19	3.55	3.68	3.61
change from selected baseline	18.2%	6.2%	9.7%	4.6%
Binary rate - Apr 15 - Mar 16 cohort (latest period)	43.4%	39.7%	37.8%	41.9%
Binary rate - Apr 14 - Mar 15 cohort	40.5%	39.3%	40.1%	42.6%
percentage point change from selected baseline	2.9%	0.4%		-0.7%
Family – Suffolk, Cornwall, Devon, Lincolnshire, Cumbria, Wrexham, Somerset, West Mercia, Gwynedd Mon, Flintshire				