

# Derby City Council Youth Offending Service

## Youth Justice Plan 2023-24



Version	1.0
Plan owner	Andrew Kaiser, Specialist Services
Key stakeholders and contributors	<p>Andrew Ling  Karen Chilton  Brian Hunt  Grant Hassall  Sarah Bower  Suanne Lim  Derby City Youth Justice Partnership Board  Derby City Youth Offending Service staff group  Children, Young People and Parents working with Derby City Youth Offending Service.</p>

<b>Contents</b>	<b>Page</b>
Introduction	3
Vision & Strategy	4
Local Context	5
Child First	6
Voice of the Child	7
Governance, Leadership and Partnership Arrangements	9
Progress on Previous Plan	15
Resources and Services	15
Performance and Priorities	18
National Standards	37
Workforce Development Plan (inc. Staff Consultation)	40
Evidence-based Practice and Innovation	43
Service Improvement Plan	45
Approval and Sign Off	62
Appendix 1 - YOS Staffing Structure	63
Appendix 2 - Staffing (Table 1)	64
Appendix 3 - Staffing (Table 2)	65



## Introduction

As chair of Derby City's Youth Justice Partnership Board, I am pleased to set out our annual plan for 2023-2024. The Plan highlights core achievements over the past year, which have been achieved despite a challenging national and local budgetary context, which has re-iterated the need for ever stronger intra/inter-agency cooperation and collaboration towards achieving our strategic and operational aims given the resource implications for the service moving into 2023-24.

Operational delivery and Boards continue to operate through a post Coronavirus pandemic landscape of blended delivery, using insight from the voice of our children and families on their preferred operating models and Derby's plan continues to be developed and agreed with Youth Justice Partnership Board members to ensure strategic governance of the plan.

The service continues to demonstrate impressive performance against key metrics (re-offending) and has 'grasped the mettle' to lead a disproportionality sub-group of the Derbyshire Criminal Justice Board to ensure agencies sign up to identifying and tackling (within their gift) areas of disproportionality across the country as highlighted by the report undertaken by HMIP on the experiences of black and mixed heritage boys in the youth justice system.

Board membership has been engaged and ensured youth justice has remained on the agenda locally and participated in a board member day with the service in October 2022, meeting a young person who was helped to turn his life around. Members are well briefed and provide informed views, challenge and support on key youth justice developments such as the Turnaround programme, early triage in Police custody and serious youth violence.

Within this Plan, you will find quotes that have been received from children and families through the varied service-user engagement activities the service continues to undertake. We hope they bring another voice into the plan, above and beyond the representations included in the Voice of the Child section.

Despite a testing context we aim to progress a smaller but no less crucial set of priorities to achieve best outcomes for children and families, continuing to aim to:

"Ensure that every child and young person living in Derby is enabled to live a safe and crime-free life and make a positive contribution by way of high quality, holistic work that builds on children and young people's strengths and aspirations".



A handwritten signature in blue ink, appearing to read 'Suanne Lim'.

Suanne Lim  
Service Director - Early Help and Children's Social Care  
Chair of Derby City Youth Justice Partnership Board



## Vision and Strategy

The Crime and Disorder Act 1998 (Section 40) requires Local Authorities to produce an annual Youth Justice Plan setting out how Youth Justice Services will be delivered locally within available resources. This Plan covers 2023-24 and will be reviewed in year, by the Youth Offending Services' (YOS) management team to ensure drive, grip, and progress against the service development plan.

Derby YOS has continued to complete a Strategic Intelligence Assessment (SIA) to identify key themes across the service including:

- Offending patterns
- Sentencing patterns
- Needs of children and families
- Issues regarding disproportionality

The assessment informs plan content, has been shared with the YOS staff group and has been discussed at Youth Justice Partnership Board meetings to ensure overlap with partnership priorities.



SIA Power Point  
23-24.pptx



Strategic Intelligence  
Assessment Derby YO

Our vision, insight, adoption of Child First/strengths-based principals alongside duties to ensure robust risk management/public protection are the key drivers of our vision and strategy.

Strategically, we will address the continued challenge of reducing the number of first-time entrants into the Youth Justice (YJ) system and processed through the Courts by embedding our Police custody triage approach, alongside our Turnaround and prevention offers.

We will build on our strong relationship with Early Help and Children's Social Care to develop a multi-agency team focused on Child Risk of Exploitation and augment the engagement the service has had with the Derbyshire wide Serious Organised Crime and Exploitation (SOCEX) strategy led by Derbyshire Constabulary.

These strategic approaches will help us address some of the more serious offending that we have seen in Derby, which have led to the submission of serious incidents to the Youth Justice Board and our relatively high numbers of Remands in Youth Detention Accommodation. The service is working with key partners across Derbyshire, to ensure we meet the aims of the Serious Violence Duty, aiming to ensure a public health approach to tackling Serious Violence, including the development of and inclusion in serious violence taking meetings.

We will continue to build on our trauma-informed work by developing our Health Pathway through recruitment of a Speech and Language Therapist recognising many children who come into contact with the Youth Justice system have unmet speech and language needs.

Our Police custody triage approach, alongside our Turnaround offer will aid us in our strategic priority of addressing rates of disproportionality, that are apparent in our SIA and other insight, these early help programmes and our relationship with Derbyshire Constabulary are tools we hope will bring about greater access to early help for some groups of children via increased use of outcomes such as Outcome 22.



Our CONCORDAT arrangements in Derby are embedded and the protocol has been reviewed this year and we now aim to develop this Child First approach by reviewing data on looked after children in a real time and granular way with partners across Derbyshire Constabulary and Residential services.

We will take any learning from our thematic remand inspection (June 2023) to inform bail and remand practice going forward to bring about reductions in the number of remands to Youth Detention Accommodation where appropriate and develop the strength of our bail support options for children and young people.

Other priorities that will underpin delivery of these strategic aims will include the implementation of a new strengths-based quality assurance system, which will ensure better linkages with the wider children services Quality Assurance team and a change of service name to reflect the justice aspect of the service.

## Local Context

### Service Delivery Context and Environment

The population of Derby is younger, more diverse, and deprived than the England average. Derby has a total resident population of 261,868 people based on the 2021 Census Day population figures. There are 32,121 children aged 0-9 and a further 33,331 children aged 10-19. [Population and household estimates, England and Wales - Office for National Statistics \(ons.gov.uk\)](#).



On census day 2021 15.6% of the population in Derby were Asian or Asian British, 4% of the population identified as Black or Black British, 3.7% identified as Mixed or Multiple ethnic groups. [Population and household estimates, England and Wales - Office for National Statistics \(ons.gov.uk\)](#).

The difference in life expectancy between the most and least deprived areas of Derby was 11.2 years for males and 10.8 years for females. <https://fingertips.phe.org.uk/>

The National Child Measurement Program (NCMP) data shows that in 2019-20 – 2021-22 22.5% of reception-aged children (those aged 4&5) in Derby were overweight or obese 39.2% of children in school year 6 in Derby were overweight or obese. <https://digital.nhs.uk/services/national-child-measurement-programme/>

In 2020 there were 67 conceptions in under 18's in Derby a rate of 15.3 per 1,000 women aged 15-17. This is higher than the rate for England (13 per 1,000 women aged 15-17). [Office for National Statistics \(ONS\), Conception Statistics](#).

In Derby, the rate of hospital admissions for self-harm in 2021-22 saw a rate of 334.8 per 100,000 people aged 10-24. [Public health profiles - OHID \(phe.org.uk\)](#)

In Derby, the rate of 16/17-year old's not in education, employment or training is significantly above that seen for England despite the rate decreasing in Derby in recent years. In 2021, 341 children



(5.6%) were classified as NEET. <https://www.gov.uk/government/publications/neet-and-participation-local-authority-figures>

In 2020-21, 11,898 (22.2%) of children in Derby lived in relative low-income families. [Public health profiles - OHID \(phe.org.uk\)](https://publichealthprofiles.org.uk/)

Derby has a rate of looked after children of 102 per 10,000, which is higher than the average national rate of 70 per 10,000. Derby has a rate of children subject to a child protection plan of 46 per 10,000, whilst the national comparison is 42 per 10,000.

It is within this health, social and economic landscape that Derby YOS delivers its statutory functions to children, young people and families.

## Child First

We aim to continue to ensure our work links with the YJB's vision of 'Child First offender second' (YJB Strategic Plan 2021-24); in Derby, we have adopted this by developing holistic assessments incorporating key input from partner agencies such as Children's Early Help/Social Care Services, Schools, SEND Teams, CAMHS, Criminal Justice Liaison and Diversion Services and Clinical Psychology Services amongst others.

This input can take the form of being specific to individual children's circumstances and unique strengths in a consultation format or through direct contact with specialists/experts when required, or by upskilling practitioners in key Child-First related areas; for example, the provision of training by the YOS' Clinical Psychologist to practitioners on Trauma-Informed Practice and Adverse Childhood Experiences. This ensures assessments are developmentally informed, recognise structural barriers including ethnicity, learning need, disability and neuro-developmental issues and inform planning that has relational work at its core.



Plans go beyond addressing purely criminogenic needs towards planning and delivery of relational work utilising; the 'Less is More' Planning framework; the principals of Desistance Theory; trauma informed work; the skills and knowledge of the Service's Health Pathway professionals, other specialists; and the Good Lives Model, to ensure we develop desistance factors and strengths with all of our children.

Of particular importance in this regard are provisions in place, and under development, in the Derby YOS Junior Attendance Centre (JAC), which has been repurposed to provide an opportunity to engage for children who struggle to be available in the week due to ETE commitments, to provide an alternative route through which direct work can be delivered towards provision of positive diversionary activities.

Through these provisions, children meet a JAC practitioner whose primary focus is supporting mental and emotional wellbeing. The ultimate focus remains; to build on strengths and progress children towards a life free from offending and risk. In 2023-24, we will ensure further development of activity through the JAC and continue to engage with providers in Derby with the aim of developing further diversionary activities to add to the Angling and Football based activity already in place.





Derby YOS continues to elicit specific feedback from children relating to the quality of relationship with their worker. Data extracted from this annual exercise for the 2023-24 period remains positive and provides strong evidence that supportive relationships, based on fairness and respect, remain

*"Jaz has been really supportive and helped me make better choices. Even when I have made mistakes, she has stuck by me and worked with me to help me be a better person"*

central to service delivery: in accordance with a central theme of the YJB 'Child First' Strategic Approach.

## Voice of the Child

Derby utilises service-users' voice to ensure aggregated participation feedback informs annual reports and service plans, including methods for how reparation

activities are delivered, and Referral Order panels are conducted.

### YOS Order End Questionnaire

Derby YOS uses the 'YOS Order End Questionnaire' to capture an aggregated voice of children. Findings of the Returns Analysis 2022-23 are referred to below:



Aggregated  
feedback from CYP.doc

Qualitatively; 42% of respondents gave additional feedback, of which 100% was positive; with themes expressed relating to praising the YOS worker and/or the support received and/or the quality of the relationship between the Case Manager and the child and their family.

*"The sessions have given me the opportunity to calm down and not always get angry over things going wrong"*

### Remedi Restorative Justice Services Service-User Feedback Activities

Derby YOS also elicits the voice of the child through strategic partnership with Remedi, who deliver Restorative Justice and Victim Support services on behalf of the service. 61 children and young people successfully completed Reparation activity in 2022-23 and 57 completed evaluations. The data below details findings related to completed evaluations:



REMEDI  
feedback.docx

It is reassuring that, of the 93% of all children who completed Reparation in 2022-23, 100% of those children would not change anything about their experience. This feedback has come following YOS and Remedi taking on board feedback from the comparable cohort last year where increased opportunities for group-work and remote work were requested, which have been delivered this year.



## Consultation with Children and Families regarding future YOS Priorities

In preparation for each year's Youth Justice Plan, Derby YOS provide opportunities for feedback to children and family members. In total, 104 service-users, including some parents/carers were contacted and were asked the following 3 questions:

- 1) What score do you give your YOS worker between 1-10? (1 being the worst and 10 being the best)
- 2) What was the best thing you did with YOS? It might have been with your YOS worker or someone else that your YOS worker asked you to meet.
- 3) What DIDN'T YOS do that you think would have helped you to stay out of trouble? Maybe it was something you asked your YOS worker to do but they didn't help you to do it. Maybe it was something you didn't know would help at the time and wish you had been able to do it with YOS.

Response findings are detailed below:

- 1) Average score attributed to YOS worker by respondent = 8.5/10
- 2) Best things that respondents reported doing with YOS:
  - Learning new skills through reparation = 6 (34%)
  - Support with ETE = 4 (24%)
  - Art therapy = 4 (24%)
  - Impact of crime work = 3 (18%)
- 3) What DIDN'T YOS do that you think would have helped you to stay out of trouble?
  - 0 (zero) respondents identified work they had wanted but that was not delivered with them by YOS, or any other ideas about what could have also been done with them that they would have liked to have tried.

## User Voice Child Consultation on Remand Experiences

Derby YOS worked with User Voice to seek feedback from children in relation to the HMIP's Thematic Inspections of Bail and Remand arrangements for 10 youth justice services this summer, the feedback will be included in the full national report later in 2023.

## What Derby YOS plans to do with feedback received

Derby YOS will continue to work with Remedi with respect to contractual aims and maintaining high levels of 'customer' satisfaction.

Other activities Derby YOS have undertaken in specific response to the feedback detailed in this section include:

- Feed the findings of the YOS Order End Questionnaire Returns Analysis back to the service
- Commissioning Arts Therapy intervention for referral-based delivery that will be supported through the YOS Health Pathway Triage and clinical psychologist consultation





- We have fed-back to Remedi that learning new skills has been particularly identified through our consultation, so they can factor this into their ongoing identification and engagement with reparation venues and partner companies.
- Deliver a refresher training session with practitioners on ETE Support. This session will involve the YOS Education Officer and input from the YOS Link worker at the city Pupil Referral Unit.

### Derby Youth Offending Service Moniker Change Consultation

Due to several factors, including prioritisation of re-locating the service to new premises and service restructure necessitated by broader (including national) budget challenges, the YOS have not been able to deliver the moniker change that has been consulted and agreed on, which was referred to in the 2022-23 Youth Justice Plan. Given the logistics involved with ensuring the new moniker is fully embedded in all internal and external visibility, documentation etc., we have targeted the realisation of the change to 'Derby Youth Justice Service' for summer 2023.

## Governance, Leadership and Partnership Arrangements

### Strategic

Derby YOS is located in the People's Directorate of Derby City Council and forms part of Children's Early Help and Children's Social Care. One Service Director oversees all Children's services arrangements in Derby and governance oversight is provided by a multi-agency Youth Justice Partnership Board which meets four times annually, chaired by the Service Director for Early Help and Children's Social Care. There is high level partnership representation on the Board and good working relationships with partners ensuring effective and integrated strategic planning and delivery of youth justice services.



The Board scrutinises service performance and develops actions for improvement where necessary. Board attendees consist of statutory and wider partner organisations, such as the Police and Crime Commissioner for Derbyshire, the Headteacher from the city's Pupil Referral Unit and the Community Safety & Integration Team. Terms of reference are updated annually, and the service vision is reviewed simultaneously. The Board ensures continued direction setting and drive for the local youth justice partnership.

These robust Board arrangements allow the YOS to overcome barriers to effective multi-agency working and ensure partner agencies make meaningful and informed contributions towards delivery against key youth justice outcomes. Examples include financial support for commissioning of bespoke services for children from the Community Safety and Integration Team and funding to recruiting a Speech and Language Therapist from the Office of the Police and Crime Commissioner.

The Board are provided with performance and quality assurance reports, covering national Key Performance Indicators, out-of-court work, post-court work and overall performance against the



Standards for Youth Justice Work. Robust challenge is made by Board members and chair, (who is a former YOS Head of Service).

The Board is sighted on key arrangements in areas i.e., staffing, finance (standing item) and risk management and on key strategies such as the Health Pathway, CONCORDAT, SEND, and Prevention and Diversion strategies. This ensures line of sight to key work in the service who report to the Children's Scrutiny Committee via the Youth Justice Partnership Board.

Locally, the YOS is represented within several key partnerships and forums. The Director of People's Services and other YOS stakeholders are members of the Health and Well-Being Board, and their representation allows reporting of performance and health outcome measures.

Scrutiny of this plan is provided via the Youth Justice Partnership Board (and from this year there will be scrutiny and sign off from Council Cabinet) before challenge and scrutiny from:

- Derbyshire Criminal Justice Board's Reducing Reoffending and Offender Health Sub-Group, for criminal justice based scrutiny
- Derby and Derbyshire Children's Safeguarding Partnership, for child welfare scrutiny; and
- Children and Young People's Scrutiny Board, for elected member scrutiny.

The relationship between the Youth Offending Service and Office of the Police and Crime Commissioner (OPCC) is a particular strength, with the PCC represented on the Youth Justice Partnership Board, agreeing to continue funding for Youth Crime Prevention Officers for three years (from May 2022) and supporting financially in the recruitment of a Speech and Language Therapist.

The YOS works in partnership with criminal justice services, services for children and young people and health. Priorities are reflective of the objectives of partner agencies and align with priorities of the Derbyshire Criminal Justice Boards strategic plan and the Early Help and Children's Social Care Business Plan.

The Youth Offending Service is represented on the Derbyshire Criminal Justice Board (including the 'Reducing Re-offending and Offender Health' and 'Female Offenders' subgroups), Safer Communities Board, the Derby and Derbyshire Safeguarding Childrens Partnership Exploitation and Vulnerable Young Persons Group and reports back on issues such as custody figures and any serious incidents. The service is also represented on the Multi-Agency Public Protection Arrangements (MAPPA) Strategic Management Board.

The Derby Safer Communities Board provides Governance for community safety issues across Derby and is attended by the Head of Specialist Services as a core board member. Key information is fed into the Board by several themed groups, including issues such as extremism and Violence Against Women and Girls (VAWG). The Board links with the city and county wide board for serious violence. The Derby Safer Communities Board arrangements allow joined up thinking regarding tackling community safety issues, including better integrated alignment with commissioning arrangements from the Office of the Police and Crime Commissioner.



*"You guys have honestly been amazing. You have listened to everything we have asked for, provided support for my son, and managed to get him to open up about his emotions. As a family, we can now put this all behind us and move on."*

The Youth Offending Service's engagement within these partnerships provides opportunities to ensure the needs of children at risk of, or involved in, offending behaviour are highlighted and can be considered and reflected within and across the development of local priorities and plans.

Derby YOS currently has Service Level Agreements and/or protocols in place with a range of providers of universal and specialist services, including Health and the Probation Service. In addition, the service benefits from excellent 'informal' communication arrangements with service providers, at all levels, i.e., operationally, and strategically.

The line management through the YOS ensures strong linkage with Children's Social Care, as the Head of Service (HoS) has responsibility for Disabled Children, Leaving Care and Children in Care Services. The HoS also has a close working relationship with the HoS' for Safeguarding Children and Early Help. The Service Director for Early Help and Children's Social Care has all of these areas under their remit, ensuring close alignment of services and an ability to pivot to ensure issues such as safeguarding intervention for children known to the YOS, and youth justice intervention for children known to Safeguarding Children and Early Help services, as appropriate.

With the input of the HoS (Specialist Services) Derbyshire Constabulary has reviewed its Child at Risk of Exploitation strategy, which has seen the Forces Serious and Organised Crime Team joining their Exploitation Team to ensure key functions pertaining to support of children at risk or involved in exploitative relationships and disrupting perpetrators of exploitation are working collaboratively with each other and partners across Derbyshire.

A three-tier strategy is in place with the chair of the Youth Justice Partnership Board sitting on a strategic group and YOS managers attending a tactical group, which provides insight to people and places pertaining to risks around exploitation. This recognises the changing picture of risks pertaining to children through issues such as County Lines.

Serious incidents are reported to the Youth Justice Partnership Board and Derby and Derbyshire Safeguarding Children's Partnership Board. If the young person is a MAPPA nominal, this will be reported to the MAPPA Regional Lead with a view to assessing whether this meets the MAPPA criteria for a Serious Further Offence and case review activity. This is reflected in the Service's High-Risk Policy that was most recently updated in 2022 and which is regularly reviewed.

## Operational

Operationally, the YOS has a management team made up of a HoS, a shared resource across four other service areas, those being the Children in Care Service, the Integrated Disabled Children's Service, the Leaving Care Service, and an adult respite service for adults with significant learning disabilities. The HoS reports to the Service Director for Early Help and Children's Social Care. There is 1.0 Full-Time Equivalent (FTE) Deputy Head of Service and 2.5 FTE Team Managers. This structure has ensured sufficient strategic management resource, recognising the breadth of the Head of Service role.

The service has a 1.0 FTE Information Analyst, who the HoS holds to account for ensuring timely submission of data, compliance with secure estate placement information and completion of KPI and National Standards audits.



The service has needed to withstand losses of personnel resources due to the budget situation within Derby City Council in 2023-24, this included the loss of:

- 1.0 FTE Parenting Officer
- 1.0 FTE Youth Well-Being Worker
- 1.0 FTE Case Manager.

This, in addition to extra responsibilities for the HoS means the service will need to consider the size and ambition of this year's plan to ensure focus on key strategic priorities.

*"[The Victim Liaison Officer] did a good job at talking to me and helping me to realise the impact that my actions had on the victim. It felt good to hear that the victim responded well to my apology, now I feel a lot better"*

The service now has 4.8 FTE Social Workers who manage Pre- and Post-Court cases, deliver Court services including duty court cover at weekends/Bank Holidays, and write Court reports, amongst other activities. This group of staff are supported by a 0.8 FTE Seconded Probation Offender Manager, whose focus is on older children transitioning to the Probation service.

There are now 2.0 FTE Assistant Responsible Officers (ARO) who primarily manage Pre-Court cases but who also manage lower risk post-Court cases. In 2023-24, in line with our key strategic priorities, we aim to increase the amount of pre court diversionary work to the 2.0 FTE ARO's, ensuring increased capacity for diversion of children.

In relation to health, the Service's Health Team and Strategic Lead for Health have developed a 'Health Pathway' to ensure practitioners have a clear map of where and how children can access the right health service(s) at the right time. This includes:

- Criminal Justice Liaison and Diversion Team
- 1.0 FTE CAMHS Officer
- 0.5 FTE Clinical Psychology (this role is now a permanent part of the service establishment, agreed by Derby and Derbyshire Integrated Care Board)

The service has also recruited a 0.6 FTE Speech and Language Therapist.

The Service's Strategic Lead for Health (an Operational Manager), with responsibility for the Health Pathway, meets with the YOS Health Team on a quarterly basis to ensure data is collated and informs reports scrutinised by the Youth Justice Partnership Board. These reports will continue to ensure members are clearly sighted on all aspects of relevant health delivery across the Service.

The Service presently has secondment of two part-time Police Officers who together make up 1.0 FTE provision (one role is currently vacant), to ensure the service works in line with YJB guidance on the role of Seconded Police Officers in Youth Justice Services. The Officers support broader intelligence gathering and risk management via engagement in missing children's groups, CRE meetings, Risk Strategy/MAPPA meetings, and attendance at local tasking meetings.

There is a 0.5 FTE Education Officer funded by Derby City Council and managed by a Strategic Manager. The Officer has partnership links with Schools and, amongst other key secondary education activities, attends the Secondary Placement Panel where placements for pupils who have been permanently excluded are discussed and potential managed moves for pupils at risk of exclusion are considered.

Derby City Council and the PCC for Derbyshire continue to prioritise funding (via the PCC's Substance Misuse and Crime Prevention Grant), for Targeted Early Help Services as a primary mechanism for



identifying and providing services to children at risk of offending/anti-social behaviour, and their families. These practitioners are based within locality Early Help teams, who are co-located with our safeguarding Children's Social Care teams.

Supporting Families is the Derby City approach to delivering the Government's 'Supporting Families' agenda. The service has a 1.0 FTE Children's Practitioner who works with a designated set of families subject to intervention and who meet national 'Supporting Families' criteria. The Children's Practitioner has picked up some of the work that has been vacated by the loss of the 1.0 FTE Parenting Officer. Management of Parenting Orders has been transferred to the responsibility of Case Managers within the service. There is work in place to develop an agreement for the YOS to refer into Early Help for parenting support where this is needed over and above management of Parenting Orders and Supporting Families interventions.

The service has developed its Turnaround offer for children and young people by utilising Ministry of Justice funding to employ 2.0 FTE Children's Practitioners who are based in our Early Help services and complete triage/Early Help Assessments and deliver interventions for children and families who meet the Turnaround eligibility criteria.

The Junior Attendance Centre is coordinated and overseen by one staff member from a policing background and will be augmented by 2 mentors, following the loss of a member of staff with a Connexions background. The team will continue to ensure delivery of the BEST programme to maintain a focus on EET and will embellish this with a therapeutic mentoring approach, which will replace some of the services delivered by our former Youth Well-being Worker.

The Appropriate Adults scheme supports children who have been arrested while they are being interviewed by the Police if their parents/carers cannot or do not attend the Police custody suite. The service is currently commissioned to Child Action NorthWest (CANW) under contract with Derbyshire Police and overseen by the YOS' Deputy Head of Service in conjunction with Police and partner agencies.

The development of restorative justice and victim participation has continued to be a focus for the Service. Commissioned provider Remedi are contracted to provide restorative justice services, including the facilitation of completion of Reparation Activity and Unpaid Work Activity that is mandated for virtually all Community Court Disposals. In addition, the service provides a full-time Victim Liaison Officer whose purpose is to provide victim-facing services and ensure the service remain compliant with the Victim Code of Practice. This is a post through which the service has overcome significant barriers to ensure that 100% of all people eligible for contact, that are made victims by a child subject to Derby YOS supervision on a criminal justice order, are contacted to be offered a range of services.

The Service has continued to develop relationships with organisations responsible for secure accommodation by way of the inclusion of an HM Prisons representative on the Service's Custody Scrutiny Panel. This ensures strong management relationships and systems, promoting improved services for children in custody.

The operational relationship has improved by way of having an Operational Manager and Court Officer leading, strategically and operationally, on custody and resettlement cases and having a dedicated link at our local facility; HM YO1 Werrington. This is further strengthened by way of one of the services Case Managers having a lead on court and custody to ensure

*"Without [my Reparation Supervisor] I would have been in jail"*



a strong chain of command throughout operational and strategic matters in one of our most significant strategic areas of practice.

### Board Development

Derby YOS has continued to embed YJB guidance on YJ Service Governance and Leadership, including facilitation of an open session for YJPB members to meet YOS management and practitioners (October 2022). This included:

- A presentation on the work of the YOS
- A session where YJPB Members met YOS Managers and staff to hear about their work
- A meeting with a child who had been helped to turn his life around through support and intervention by the service.

The approach to facilitation of YJPB meetings has been flexed to ensure greater time for discussion of key issues, this has involved having fewer narrative reports (instead opting for power point presentations containing strengths-based questions). This has engaged board members in challenge on what their organisation can bring to help drive and improve youth justice practice in the local area from their service perspective.

In the past year we have also introduced a spotlight on partners section within the YJPB on a rota basis to ensure all partners take responsibility for driving youth justice matters in their area and a bulletin provided by the Deputy Head of Service to board members on planned progress and other key developments in the service. Feedback from the board is provided to the service staff team by the Deputy Head of Service ensuring key messages are shared to our staff group.

In 2023-24, we aim to:

- Follow up on key discussion points from the YJPB member open day with YOS managers
- Deputy Head of Service to develop an induction pack for new YJPB Members
- Introduce a practitioner shop floor view session into YJPB meetings
- Ensure all YJPB members have a deputy, ensuring attendance compliance by statutory partners in line with revised terms and conditions of YJ grant
- Develop the performance section of the YJPB to include the new KPI set
- Complete an audit interview with the Deputy Head of Service to test out grip on the leadership, governance and management arrangements for the YJPB.





## Progress on Previous Plan

The embedded document below provides an overview of all areas of the 2022-23 Youth Justice plan completed to date.



Completed Tasks YJ  
PLan 22-23.docx

The embedded document below provides an overview of all areas of the 2022-23 Youth Justice plan not completed to date. Changes in the resources available to the YOS, allied to our Strategic Intelligence Assessment and changing delivery landscape means that not all incomplete tasks from the 2022-23 plan will be inserted into the 2023-24 plan, which will instead be based on our insight, broader strategic aims (including those of key partner organisations) and the resources available to us to ensure we remain ambitious for children, but realistic in our aims.



Non Completed  
Tasks YJ PLan 22-23.d

## Resources and Services

### Financial Contributions

The table below provides an overview of staffing and in-kind contributions made by local partners towards the draft YOS budget for 2023-24 based on YJB Grant Funding for 2022/23, as at the time of writing this plan, confirmation had yet to be received from the YJB on the YJ Grant for 2023-24.



These contributions are embellished by a contribution from the PCC for Derbyshire. Contributions are reviewed annually, and the budget is reviewed quarterly by the Youth Justice Partnership Board. During the period covered by the plan, it is likely that all agencies will be exploring opportunities to make further savings. This holds risks for the Youth Justice Partnership and there is likely to be increased pressure to demonstrate value for money as a result.

*Table B5 to show Staffing Costs at Derby Youth Offending Service*

Agency	Staffing costs	Payments in kind	Other delegated funds	Total
Police	115,156	0	7,293	122,449
Police & Crime Commissioner	50,666	0	0	50,666
Probation	48,269	0	657	48,926
Health	60,618	0	657	61,275
Local Authority	605,882	0	91,656	697,538
Welsh Government	0	0	0	0
YJB	282,094	0	189,360	471,454
Other	0	0	0	0
<b>Total</b>	<b>1,162,685</b>	<b>0</b>	<b>289,623</b>	<b>1,452,308</b>



Derby YOS has a strong history of fully adhering to grant conditions with timely submission of data to the YJB, complying with secure estate placement information etc. The service monitors the use of the Local Authority's budget provided to meet the costs of children remanded to the secure estate, transferred under the provisions of the Legal Aid, Sentencing and Punishment of Offender (LASPO) Act 2012. This budget is reviewed annually by the YJB based on a review of the use of remands to custody over the previous 12-month period. This is also overseen operationally by the Head of Specialist Services.

*"[direct reparation] made me realise the impact of my actions"*

We use our grant, partner contributions and available resources to deliver the services described throughout this document and we believe they produce the benefits and outcomes set out in this plan. Our performance will be improved in 2023-24 by:

### Re-offending

- We aim to reduce our re-offending rate to 2.50 by June 2024 to ensure we continue to outperform national, regional and comparator averages
- Developing a consistent escalation process where children are not receiving appropriate education suitable to their needs supporting swifter resolution of education issues for children
- Ensuring key interventions are child first in design/delivery
- Exiting children from the formal youth justice system at the earliest point by increasing the number of Order discharges at Court
- Improved emotional health for children by developing a therapeutic mentoring intervention
- Wider and more targeted prevention and diversion offer through linkages with Serious Violence and SOCEX strategies, to reduce violent offending by 10% by June 2024 (we reduced this by 5% between June 2022 and June 2023) and reduce gravity 3 or higher offending from 8% to 6% (remained the same between June 2022 and 2023).

### Custody

- We aim to reduce our custody rate to 0.13 by June 2024 to ensure we bring this in line with the comparator average
- Surveying magistrates to identify what would make a difference to cases that meet custodial threshold to maintain children safely in the community
- Implementing pre-sentence panels
- Reinvigorating ISS offer
- Investigating post arrest support for children at risk of secure remand
- Embed learning from HMIP thematic to inform further improvements. We aim to reduce the number of children securely remanded (from 11 to 7) and the number of secure remand bed nights (from 1523 to 1000) in 2023-24.



## FTE

- We aim to reduce our rate of FTE from 66 to 50 per quarter by June 2024 to ensure parity with comparator average
- Drawing together an overarching Prevention and Diversion strategy
- Delivering targeted prevention clinic at Junior PRU and Secondary feeder Schools
- Focusing ARO resources on prevention and diversion
- Working with the defence community to encourage more children to accept responsibility for behaviours (where appropriate)
- Implementing the Immediate Justice (IJ) pathway
- Further review and embed the Service's Prevention and Diversion offer and monitor impact to address issues of disproportionality by increasing offers of Early Help to Black and Mixed Heritage children. We aim to reduce the overrepresentation in custody figures by 10% by June 2024 and the overrepresentation in involvement in the Service by 4% by June 2024.



## Performance and Priorities

### Performance

Derby YOS performance priorities are separated into 2 strands:

- YJB Key Performance Indicators (KPIs)
- Those relating to the Derby YOS 'Management Oversight and Quality Assurance Strategy'. These activities are undertaken internally for quality assurance and professional development purposes



### Derby YOS Performance against YJB KPIs

The performance data shown below is the most up to data available at the point of writing this year's Plan.

### Custody

Table to Show Derby Youth Offending Service Performance in Custody KPI - Past 4 completed years

Family Members	Apr 19 - Mar 20		Apr 20 - Mar 21		Apr 21 - Mar 22		Apr 22 - Mar 23	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Bolton	10	0.34	8	0.27	8	0.24	10	0.30
Bury and Rochdale	18	0.44	4	0.09	9	0.20	10	0.22
Derby	9	0.35	4	0.15	12	0.45	6	0.23
Coventry	20	0.61	14	0.41	10	0.29	1	0.03
Dudley	5	0.16	10	0.32	4	0.13	5	0.16
Kirklees	17	0.39	8	0.18	8	0.18	3	0.07
Medway	8	0.29	3	0.11	1	0.04	2	0.07
Newport	0	0.00	2	0.13	2	0.13	0	0.00
Peterborough	13	0.64	9	0.43	4	0.17	5	0.21
Sheffield	11	0.21	5	0.09	19	0.38	8	0.16
Walsall	11	0.37	5	0.17	5	0.16	10	0.33
Average	11	0.35	7	0.21	7	0.21	5	0.16
England	1228	0.22	728	0.13	647	0.11	603	0.11
Midlands	83	0.19	76	0.17	67	0.15	46	0.10

The Derby City Custody Rate per 1,000 children had steadily decreased over 4 years. This positive trend was reversed mid 2021-22, when several custodial outcomes were issued (12 between April 21 and March 22). Positively, we see a 50% decrease in children entering custody between 2021-22 and 2022-23. This most recent reduction is comparable to the average Family Member performance across the 4-year period. This means Derby YOS are one of 4 YJB Family Members to achieve a reduction in Custody Numbers, and one of 3 YJB Family Members to achieve a reduction in Custody Rate, between 2019-20 and 2022-23. Furthermore, Derby rank 5<sup>th</sup> of the YJB Family Members with respect to the size of the percentage reduction in Custody Rate, and also in the percentage reduction in Custody Numbers, between 2021-22 and 2022-23.



Table to Show Derby Youth Offending Service Performance in Custody KPI - Past 4 completed quarters

Family Members	Period 1		Period 2		Period 3		Period 4	
	Jul 21 - Jun 22		Oct 21 - Sep 22		Jan 22 - Dec 22		Apr 22 - Mar 23	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Bolton	9	0.27	9	0.27	11	0.34	10	0.30
Bury and Rochdale	10	0.22	10	0.22	9	0.20	10	0.22
<b>Derby</b>	<b>7</b>	<b>0.26</b>	<b>9</b>	<b>0.34</b>	<b>9</b>	<b>0.34</b>	<b>6</b>	<b>0.23</b>
Coventry	5	0.15	5	0.15	1	0.03	1	0.03
Dudley	4	0.13	5	0.16	6	0.20	5	0.16
Kirklees	9	0.20	4	0.09	4	0.09	3	0.07
Medway	1	0.04	1	0.04	1	0.04	2	0.07
Newport	2	0.13	1	0.06	0	0.00	0	0.00
Peterborough	3	0.13	4	0.17	4	0.17	5	0.21
Sheffield	14	0.28	9	0.18	12	0.24	8	0.16
Walsall	3	0.10	5	0.16	10	0.33	10	0.33
<b>Average</b>	<b>6</b>	<b>0.17</b>	<b>6</b>	<b>0.17</b>	<b>6</b>	<b>0.18</b>	<b>5</b>	<b>0.16</b>
England	615	0.11	636	0.11	613	0.11	603	0.11
Midlands	53	0.12	58	0.13	47	0.10	46	0.10

Within reporting year 2022-23, there was an increase in the Custody Rate between Q1 and Q2 (30% increase) which was sustained for 2 consecutive quarters. However, over the 4 quarters of 2022-23, the rolling 12-month figure has shown an 8% decrease, which compares favourably with the 5% decrease over the same period for the Family Member Average.

Similarly, over the entirety of 2022-23, the actual number of children in custody reduced from 7 (Q1) to 6 (Q2), a decrease of 15% which compares with the 'average' performance in the Derby YOS comparator 'family', (16% decrease in actual numbers).

While Derby YOS Custody Rate and Number remain comparatively higher than Family Members, it is one of only 5 Family Members to see a reduction in Custody Rate and Custody Numbers. The YJB KPI statistics also evidence a reversal of the trend that saw a significant rise in both measures between 2020-21 and 2021-22. These findings are encouraging and suggest a positive direction of travel. See below for analysis of custody cases over 2022-23.



Analysis of custody cases.docx

## Plan

In 2023-24, we aim to further decrease our custody number and rate by:

- Accessing the Local Court Users' Group to brief sentencing authorities, on the recent changes pertaining to Intensive Supervision and Surveillance and how Derby YOS intends to take this forward to offer a robust alternative to custody based on available resources
- Significantly developing the Derby YOS Prevention and Diversion offers to tackle offending behaviour when it is nascent rather than significantly developed.
- Align our work with that of Community Safety and Integration Teams and broader partners through the Serious Violence strategy to ensure a people and place approach to managing risk in the city.



## First-Time Entrants

Table to Show Derby Youth Offending Service Performance in First Time Entrants into the Youth Justice System - Past 4 completed years

Family Members	Jan 19 - Dec 19		Jan 20 - Dec 20		Jan 21 - Dec 21		Jan 22 - Dec 22	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Bolton	45	160	35	121	39	131	63	192
Bury and Rochdale	91	224	56	135	66	156	85	189
<b>Derby</b>	<b>75</b>	<b>296</b>	<b>67</b>	<b>260</b>	<b>66</b>	<b>249</b>	<b>77</b>	<b>288</b>
Coventry	59	186	63	194	47	138	25	72
Dudley	62	206	46	149	51	163	35	115
Kirklees	101	233	113	257	75	166	75	166
Medway	41	152	35	128	31	110	54	190
Newport	22	150	32	214	20	135	21	130
Peterborough	50	256	45	222	49	231	43	179
Sheffield	125	248	89	172	91	172	100	199
Walsall	81	282	57	192	58	195	47	154
<b>Average</b>	<b>68</b>	<b>217</b>	<b>58</b>	<b>186</b>	<b>54</b>	<b>168</b>	<b>57</b>	<b>170</b>
<b>England</b>	<b>11,087</b>	<b>207</b>	<b>9,136</b>	<b>167</b>	<b>8,106</b>	<b>145</b>	<b>8,338</b>	<b>148</b>
<b>Midlands</b>	<b>838</b>	<b>195</b>	<b>715</b>	<b>163</b>	<b>695</b>	<b>155</b>	<b>779</b>	<b>171</b>

A run of 3 consecutive years of improvement in Derby YOS FTE KPI performance was reversed in the most recent fully completed year. However, it can be seen that the rate of 288 per 100,000 young people in the 10–17-year age group for the most recent completed year (2022) is 3% lower than the least recent reported year (2019). The rate of FTE in Derby is significantly higher than the 'Family' comparator average as well as the averages for England and the Midlands.

Table to Show Derby Youth Offending Service Performance in First Time Entrants into the Youth Justice System - Past 4 completed quarters

Family Members	Period 1		Period 2		Period 3		Period 4	
	Apr 21 - Mar 22	Jul 21 - Jun 22	Oct 21 - Sep 22	Jan 22 - Dec 22	Apr 21 - Mar 22	Jul 21 - Jun 22	Oct 21 - Sep 22	Jan 22 - Dec 22
Bolton	51	155	57	174	54	166	63	192
Bury and Rochdale	65	145	76	169	76	169	85	189
<b>Derby</b>	<b>65</b>	<b>245</b>	<b>62</b>	<b>231</b>	<b>66</b>	<b>248</b>	<b>77</b>	<b>288</b>
Coventry	37	109	23	68	23	68	25	72
Dudley	41	133	35	114	37	122	35	115
Kirklees	68	149	73	161	74	162	75	166
Medway	39	138	44	155	50	176	54	190
Newport	16	101	19	120	24	151	21	130
Peterborough	48	202	41	173	47	196	43	179
Sheffield	74	147	84	166	98	194	100	199
Walsall	58	189	55	180	56	183	47	154
<b>Average</b>	<b>51</b>	<b>156</b>	<b>52</b>	<b>156</b>	<b>55</b>	<b>167</b>	<b>57</b>	<b>170</b>
<b>England</b>	<b>7,940</b>	<b>141</b>	<b>8,013</b>	<b>142</b>	<b>8,271</b>	<b>146</b>	<b>8,338</b>	<b>148</b>
<b>Midlands</b>	<b>721</b>	<b>158</b>	<b>756</b>	<b>166</b>	<b>779</b>	<b>171</b>	<b>779</b>	<b>171</b>

Over the past 12 months, the Derby YOS FTE rate fluctuated around 240 per 100,000 young people in the 10–17-year age group for the first 3 quarters, before an increase to 288 in the most recent reported quarter, which is the highest rate among comparator family members.

However, the FTE rate rose between Q3 2022-23 and Q4 2022-23 for 7 of 10 comparator family members, indicating a broader challenge to youth justice services in managing the rate of First-Time Entrants. Also, except for 2020, the 5 'best' quarterly FTE rates returned by Derby YOS in the past 5 years have occurred in the 5 consecutive most recent quarters reported on in 2022-23 (i.e., Q4 2021-22, Q1 2022-23, Q2 2022-23 & Q4 2022-23). This has been achieved without the implementation to date of 'Outcome 22' in Derbyshire (see below).

## Narrative

While YJB KPI data indicates sustained improvements over the past 5 years, Derby YOS remain the YJB comparator family member with the highest FTE rate. Several potential factors have been considered, including the possibility that sentencing authorities may take a harder line in Derbyshire Courts and





children in Derby not having the same access to Police deferral mechanisms as in other YJB comparator family member areas. To address these factors in 2022-23, we have:

- Consulted at length with the youth justice service responsible for the best FTE rate in the YJB comparator family (Coventry) to inform a strategic redesign of our Prevention and Diversion activities to ensure a streamlined and comprehensive system involving partnership with Derbyshire Constabulary incorporating joint diversion triage and Out of Court Disposal Clinic (OOCDC). This will ensure consistency in decision-making, and better manage the issuing of Youth Conditional Cautions (YCC) which has been a prior challenge in Derby.
- Continued to work with Derbyshire Police towards local implementation of 'Outcome 22'.

## Plan

In 2023-24, we aim to further decrease our FTE number and rate by:

- Working with the YJB Regional Leads for the East Midlands to access advice and innovations that have the potential to reduce the FTE rate in Derby.
- Work with Derbyshire Constabulary to embed 'Outcome 22'.
- Offer targeted prevention work at local feeder schools (to those schools with the highest exclusion rates) and Alternative Provision sites at Junior and Secondary School levels.
- Re-affirming with Secondary Schools the services Youth Crime Prevention offer, with a specific focus on those schools with higher rates of contact with the Service.

## Re-offending

*Table to Show Derby Youth Offending Service Performance in Re-offending - Past 4 completed years*

Family Members	Apr 18 - Jun 18		Apr 19 - Jun 19		Apr 20 - Jun 20		Apr 21 - Jun 21	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Bolton	8.3%	3.00	26.9%	3.43	28.6%	13.00	25.0%	4.00
Bury and Rochdale	42.0%	5.10	20.4%	4.50	35.7%	2.00	24.0%	9.67
<b>Derby</b>	<b>42.5%</b>	<b>5.35</b>	<b>50.0%</b>	<b>3.45</b>	<b>27.8%</b>	<b>3.20</b>	<b>43.3%</b>	<b>3.85</b>
Coventry	38.5%	3.00	37.9%	3.00	33.3%	3.60	13.0%	3.00
Dudley	17.2%	2.40	33.3%	2.43	27.3%	5.67	25.0%	3.83
Kirklees	38.6%	5.47	29.6%	2.75	46.4%	4.23	51.9%	3.79
Medway	27.9%	3.75	37.5%	2.56	56.3%	5.78	30.0%	2.50
Newport	29.2%	4.14	27.3%	3.00	27.8%	2.40	30.0%	5.00
Peterborough	35.0%	1.29	28.6%	3.50	28.6%	6.17	27.8%	4.40
Sheffield	24.6%	2.64	27.3%	3.53	18.2%	2.50	32.5%	7.00
Walsall	36.8%	2.57	33.3%	5.25	15.4%	3.50	20.0%	3.00
<b>Average</b>	<b>31.0%</b>	<b>3.52</b>	<b>32.0%</b>	<b>3.40</b>	<b>31.4%</b>	<b>4.73</b>	<b>29.3%</b>	<b>4.55</b>
<b>England</b>	<b>39.1%</b>	<b>4.04</b>	<b>35.3%</b>	<b>3.63</b>	<b>32.6%</b>	<b>3.42</b>	<b>31.7%</b>	<b>3.86</b>
<b>Midlands</b>	<b>38.8%</b>	<b>3.99</b>	<b>33.4%</b>	<b>3.22</b>	<b>28.3%</b>	<b>2.91</b>	<b>31.9%</b>	<b>5.05</b>

The table above evidences strong performance by Derby YOS in the area of Re-offending over the past 4 years, with Derby YOS going from being 52% higher than the comparator family average in 2018 to being 19% lower than the comparator family average in 2022, a swing of 71%.



Table to Show Derby Youth Offending Service Performance in Re-offending - Past 4 completed quarters

Family Members	Period 1		Period 2		Period 3		Period 4	
	Jul 20 - Sep 20		Oct 20 - Dec 20		Jan 21 - Mar 21		Apr 21 - Jun 21	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Bolton	21.1%	4.50	17.6%	2.67	33.3%	7.00	25.0%	4.00
Bury and Rochdale	38.2%	4.23	23.5%	3.50	32.3%	4.80	24.0%	9.67
<b>Derby</b>	<b>33.3%</b>	<b>4.08</b>	<b>31.0%</b>	<b>3.23</b>	<b>23.5%</b>	<b>3.00</b>	<b>43.3%</b>	<b>3.85</b>
Coventry	17.9%	2.60	13.8%	1.25	14.3%	1.67	13.0%	3.00
Dudley	8.3%	1.00	40.7%	2.64	13.0%	3.00	25.0%	3.83
Kirklees	35.9%	2.14	20.4%	4.70	37.8%	3.59	51.9%	3.79
Medway	27.8%	3.80	36.8%	2.43	33.3%	5.50	30.0%	2.50
Newport	25.0%	2.50	21.4%	2.33	40.0%	2.50	30.0%	5.00
Peterborough	33.3%	4.71	34.6%	7.22	30.8%	3.63	27.8%	4.40
Sheffield	36.2%	4.88	32.4%	3.17	20.0%	4.50	32.5%	7.00
Walsall	23.8%	1.80	38.1%	2.75	23.5%	2.25	20.0%	3.00
<b>Average</b>	<b>27.3%</b>	<b>3.30</b>	<b>28.2%</b>	<b>3.26</b>	<b>27.4%</b>	<b>3.77</b>	<b>29.3%</b>	<b>4.55</b>
England	32.5%	3.31	29.2%	3.67	31.0%	3.75	31.7%	3.86
Midlands	28.6%	3.88	26.3%	5.16	30.0%	4.25	31.9%	5.05

In Q1 2022-23, the Re-offending rate of Derby YOS was higher than the YJB comparator family average for the first time since Q4 2020-21, but it quickly returned to below the comparator average in Q2 2022-23 and the gap grew in Derby YOS' favour through Q3 and Q4 2022-23 so that, for the most recently reported quarter, Derby YOS Re-offending rate is 18% lower than the comparator average for the YJB Family and 32% lower than the average for the Midlands.

### Narrative

While Derby YOS continue to oversee comparatively high levels of entry into the youth justice system, Derby YOS can evidence strong performance in effective rehabilitation of children under our supervision. This is consistent with findings of various service-user consultations in 2022-23, through which children and families overwhelmingly value the support received.

### Plan

In 2023-24, we aim to maintain our strong re-offending performance by:

- Deploy a therapeutic mentoring intervention available to all children accessing the service
- Develop Road Traffic offence and Road Safety interventions
- Develop YOS practitioners' confidence/competence in delivering specialist Harmful Sexual Behaviour interventions through access to AIM3 training
- Developing a virtual 'Excellence Board' as a universally accessible resource for excellent practice and impactful and innovative intervention activities
- Promote school attendance through all of strategic and operational activities, such as inclusion of expectations relating to ETE attendance in Intervention plans
- Hosting professional meetings and contacts with children in school; deploying the YOS Education Officer to challenge exclusion and placement decisions on a case-by-case basis; maintaining strong operational links with the City's alternative education provider / Pupil Referral Unit.



## Priorities

### Children from groups who are overrepresented

The Service assesses data regarding disproportionality as part of an annual Strategic Intelligence Assessment (SIA) and completes deep dive reviews of local disproportionality data throughout the year. The SIA includes data includes ethnicity; gender SEND amongst others. It is presented to Youth Justice Partnership Board members and front-line staff to increase awareness of and contribute to discussions/plans on actions needed to address issues raised.

#### SIA key disproportionality insight:

2021 census data has been used for reporting on ethnicity in the SIA to inform this plan, this helps to demonstrate that:

#### In the 2022-23 Derby YOS has been:

- Underrepresented in the Asian heritage by 13%
- Overrepresented in the Black heritage by 4%
- Overrepresented in the Mixed heritage by 9%
- Overrepresented in the White heritage by 2%
- Underrepresented in the total Global majority by 4%

There were 153 (87%) males and 22 (13%) females compared to 149 (90%) and 16 (10%) in the 2021/22 financial year, an increase of 3% of females and 80 (25%) of offences were committed by females and 243 (75%) by males, compared with 63 (18%) by females and 296 (82%) by males in the same period last year. So, although females are a minority in the service, their offending is becoming more persistent (an increase of 7% in the proportion of offences committed by females).

We have also seen in our strategic intelligence assessment an overrepresentation of Slovak children in our offending data, a number of these are females.

We have also investigated the severity of children's offending behaviour from different ethnicities and found children committing higher than gravity 3 offence:

- Black 3.7%, White 74.1%, Asian 0%, Mixed heritage 22.2%

We investigated custodial outcomes by ethnicity

- Black 8.3%, White 58.3%, Asian 8.3%, Mixed heritage 25%

Ethnicities of children in the service overall:

- Black 9%, White 66%, Asian 7%, Mixed heritage 17%

We therefore see overrepresentation in custodial outcomes for Asian and Mixed Heritage children to small but varying degrees and an underrepresentation for White children, despite White children committing a higher number of more serious offences. There was also an overrepresentation of Black children in custody when considered against the number of more serious offences this group of children committed. This is similar for Asian children but the caveat being this related to one child receiving a custodial outcome.



## Progress against recommendations made in HMIP Thematic Report

Below is an embedded excerpt from the 2022-23 Youth Justice plan outlining key themes and recommendations from the HMIP thematic report on the experiences of black and mixed heritage boys in the youth justice system and plans for criminal justice agencies across Derbyshire to address these.



HMIP Thematic  
Inspection Report on

The service has agreed with the Youth Justice Partnership Board to develop a disproportionality pledge, insight metrics and supporting actions with other criminal justice agencies as part of a Derbyshire Criminal Justice Board disproportionality subgroup. The subgroup has met three times and developed a strategic insight set across agencies which will inform the pledge and supporting actions to be agreed in July 2023. This is supported by the YJB Head of Innovation and Engagement. Insight has included:

- Stop and search statistics across areas of Derbyshire
- Data from both YOS' across the county
- Data from IOM, CPS, Victims Services and Restorative Justice providers

Once the pledge and action set has been agreed, the group will agree realistic actions to tackle key priorities informed by the insight.

Regarding progress against last year's recommendations, provision of appropriately matched placements (particularly for Global Majority children) to avoid remands to youth detention accommodation continues to be challenging nationally and locally by a commissioning strategy has been developed to increase accommodation options and there is continuation of the commissioning service as part of our Custody Scrutiny Panel arrangements.

The key driver to addressing disproportionality locally is through our early diversion triage system, working with Derbyshire Constabulary in custody suites to assess children's needs at the earliest point and offer early help interventions which (our evidence demonstrates) avoids children becoming a first-time entrant. Derbyshire Constabulary confirmed in May 2023 that Outcome 22 was now an available option. To further support this approach, we are using Turnaround funding to offer early help interventions to children from Global Majority backgrounds who would not have historically had opportunities for intervention by offering support where children are for example Released Under Investigation/meet Turnaround criteria.

We have in the past year relocated young people out of area where risks associated with harm or secure remand have arisen, working with our social care, education and commissioning colleagues.

There remains a need to include education as part of the Criminal Justice Board disproportionality subgroup to ensure children from overrepresented backgrounds receive their appropriate education entitlements. In the meantime, escalation routes through the Youth Justice Partnership Board will be used to address education specific issues.

*"I've learned how to occupy my time and not be out on the streets"*



There are processes for gaining feedback from Black and Mixed Heritage boys on the services they receive but this needs to be broadened in 2023-24 improve our understanding of their narrative and what more can be done to address any unmet need.

Supervision templates are in place which focus on several areas including structural barriers for children who are overrepresented and in the next year we will develop escalation routes where we have concerns around disproportionality from any statutory or non-statutory partner to the Youth Justice Partnership Board as part of a broader escalation policy.

Specialist intervention continues to be delivered by Al Hurrayah and in the next year we will ensure take up of this offer is used more widely across the service through tracking of this. We have been unable to develop specialist support for parents of children from Global Majority backgrounds, due to challenges associated with loss of the Services Parenting Officer role in 2022-23.

The service has gathered insight on disproportionality throughout the year and reported this to the Youth Justice Partnership Board, Criminal Justice Board and staff team, this includes reports on access to early help interventions, needs of Global Majority children and remand and bail metrics to help us understand local patterns across a range of work throughout the year.

Whilst girls continue to be under-represented in the Youth Justice System nationally and locally, they have a specific set of needs. We have a specific programme that has been developed for girls, an 8-week group-work programme delivered in partnership with other professionals from health, psychology services, drug and alcohol services, Connexions, Remedi, Safe and Sound, and Derbyshire Constabulary. Programme content is carefully considered and influenced by research and HMIP inspection findings. We have included the voice of children to help us achieve the right fit. The programme is designed to cover relevant topics and offers a positive and empowering space for topics to be explored. Programme development has been heavily based on the 'Child First, offender second' approach.

We also have in place (as part of 'Safer Streets 3):

Twelve 2-hourly sessions of Project Arts delivered by Merrybower Arts & Crafts Studio (limited to females open to the service)

## Prevention and Diversion

### Strategy

The service has fundamentally reviewed and adjusted its approach to prevention and diversion in the past 12 months, via joint work with Derbyshire Constabulary to implement early triage in Police custody for all children appearing in the custody suite. This involves joint triage between Criminal Justice Liaison and Diversion Teams, YOS and Charging Managers in the Police. This incorporates information gathering to inform triage from partner agencies including Social Care and education to assess how we support children based on a tiered approach of prevention and diversion incorporating Police support, the Turnaround programme and other diversionary activity and supersedes the First-Time Entrant Protocol outlined in the 2022-23 Youth Justice plan.





The revised prevention and diversion strategy will be written up in 2023-24 to reflect the work taking place. The early triage in Police custody is our mechanism for identifying (predominantly) diversion work, whereas prevention work is largely identified and processed through the services strong local partnerships with Early Help Services, where three of our four Youth Crime Prevention Officers (YCPO) are deployed. The fourth YCPO works with siblings of children subject to statutory interventions.

Early Help Teams consist of a mix of professionals providing Early Help support for children based on a locality model. The YCPO's in these teams receive referrals from weekly Vulnerable Childrens Meeting (VCMs) where individual cases are triaged to identify the most appropriate professional to work with the child(ren). VCM's include professionals from health, Social Care, schools and Early Help Services.

This model ensures YCPOs receive referrals from a variety of professionals including education, police officers, health practitioners and Social Workers, ensuring children at risk of offending are identified for intervention at the earliest opportunity.

Day to day management of the YCPOs is provided jointly by Early Help Team Managers and the Youth Offending Service Team Manager strategically responsible for Prevention. There are plans for YCPO's based in locality teams to become part of a centralised Children at Risk of Exploitation Team, covering children at risk of youth crime and/or exploitation in the next 12 months as part of the city's preventative approach to exploitation and serious youth violence.

In the next year, we will ensure stronger links to schools where insight tells us children are more at risk of an adverse outcome to ensure we identify children at ever earlier points of need and intervene swiftly.

Our diversionary work is held by ARO's based within the service along with 2 full time equivalent Children's Practitioners based in one of our Early Help teams (if those children are assessed as eligible for and would benefit from a Turnaround intervention). Our plan is to increase diversionary work, which may necessitate our Case Managers being allocated diversionary work subject to trends in case numbers.

### **Fast Track Referrals**

The Service has a fast-track referral to YCPOs via the Social Care Initial Response Team. This ensures referrals for children where there is increased risk, e.g., use or possession of weapons, can be fast tracked for allocation without the need for full Social Care Single Assessment.

### **Out-of-Court Disposal Clinic (OOCDC)**

The Out-of-Court Disposal Clinic (OOCDC) has been adapted to flex to the needs of Derby's new early triage system where all children appearing in Police custody have access to a multi-agency triage to assess eligibility/suitability for our various early help offers, where they have committed a first offence and/or lower gravity offence/s. The approach including the clinic acts as a key element of our Prevention and Diversion approach in the city. The key function of the clinic is to ensure the outcomes recommended in early triage assessments are defensible and appropriate, using information from a range of sources to support decision-making which is Child First but incorporates the views of victims.





Representatives from key partners that attend the OOCDC include:

- Police
- YOS
- Remedi (Restorative Justice Services)
- Crown Prosecution Service (CPS)
- Early Help



The clinic now reviews children where there has been a knife/weapons offence to assess suitability for prevention/diversion work including interventions such as 'Brave Space' knife crime toolkit, 'Tools Down' Knife Crime Programme Group work, or allocation for one-to-one mentoring through 'Drop the Knife' intervention, this avoids the need for a separate clinic for weapons/knife offences.

The OOCDC is evaluated by all key stakeholders in the clinic with the support of the Criminal Justice Board, CPS, the Chief Inspector (Derbyshire Constabulary), HMCTS, and Derbyshire Youth Justice Service to ensure decision-making is appropriate, risk is managed appropriately and there is no bias in decisions made and are held 6 monthly. Panel review cases are randomly selected and include those of a more contentious nature, i.e., weapons/sexual offences. The next session is planned for 3.8.23.

### Broader Preventative/Diversionary Work

Derbyshire Constabulary are developing Youth Engagement Teams who will offer low level prevention (pre- Youth Offending Service involvement) work as part of a strategic city-wide approach to the prevention and diversion agenda.

The new Immediate Justice programme, as it progresses it will begin to identify local community projects and services across Derby which are available for children, Remedi is delivering this project on behalf of the Office of the PCC for Derbyshire.

Unfortunately, early intervention services for children relating to perpetrator behaviour have had to be de commissioned due to recent withdrawal of funding from the Home Office Domestic Abuse Perpetrator Fund. This work varied from workshops in schools to one-to-one mentoring and wider family support. The Office of the PCC will be preparing a paper for the Police and Crime Commissioner on the impact of the loss of this funding and this will also be raised at the Derbyshire Domestic Abuse/Sexual Abuse Partnership Board.

Serious Violence Duty funding is also planned to be used to commission preventative work across Derbyshire for children to prevent escalation to serious youth violence, a tendering exercise is currently live, and the YOS has been part of the discussions.

### Police

Derby YOS have the benefit of a Seconded Police Officer from Derbyshire Constabulary. The officer is jointly managed by a Police Sergeant from Derbyshire Constabulary and a YOS Team Manager. The Officer works in line with the YJB guidance on the role of seconded Police Officers and provides specific work with children receiving a prevention intervention, such as knife crime and Police perceptions work, which helps break down barriers and build trust. The seconded officer also links into broader Police tasking activity such as Local Police Unit tasking as part of the SOCEX strategy, helping to inform risk assessment/planning for children at risk of/involved in exploitation.



## Evaluation and Impact

In relation to efficacy of Prevention arrangements, data from our SIA highlights during 2022-23, there have been 90 Prevention Interventions compared with 114 in the same period last year (down 21%). Of those 90 cases 5 (4%) have reoffended since the start of their Intervention, resulting in 1 receiving a Youth Rehabilitation Order, 2 receiving a Referral Order and 2 receiving a Youth Restorative Disposal.

This means 3 (3%) of the 90 Prevention cases have become First Time Entrants (FTE) into the Youth Justice system. A total of 8 (7%) children were already (FTE) before starting their prevention intervention. Therefore 11 (10%) of children (from the 90) are now FTE which also means that 79 (90%) have not become FTE.

## Youth Restorative Disposals

During 2022-23 there were 107 offences that resulted in a Youth Restorative Disposal (YRD), compared with 127 (16%) the previous year. The 107 offences were committed by 83 children of whom to date only 3 (4%) have reoffended and become First Time Entrants.

The Service completes deep dive activity into prevention and diversion activity (outputs and outcomes) throughout the year to agree approach/evaluate success, this includes:

- Annual report to the PCC of prevention activity
- Presentation to Youth Justice Partnership Board members on approach to Turnaround in Derby in March 2023 board
- Re-offending comparator report (addressing most efficacious interventions in the service – prevention followed by YRD) presented at March 2023 board
- FTE performance indicators discussed at each/every board
- FTE protocol discussion at May 2022 board (superseded by more fundamental prevention and diversion policy and practice changes)

Please see below an embedded document which contains two practice examples of the impact of prevention and diversion work in Derby YOS.



Prevention and  
Diversion Practice Exa

## Education

The YOS has undertaken research to further develop the picture regarding educational arrangements for all children known to the Service to understand how many are having their education needs met. This included gathering information on all children in receipt of a part-time timetable or who are Electively Home Educated at a post court tier of intervention and in 2023-24 we will build on this by gathering data relating to education provision for children subject to prevention activity. The YOS will also utilise the outputs of a new data suite developed by Derby City Council to enable cross-referencing of information across all areas of Children's Social Care services delivery.



## Placements

For 2022-23, we found:

- There were 79 children of statutory school age subject to supervision by the YOS on a statutory Court order, diversionary out of court disposal or prevention disposal, of whom 31 were enrolled in full-time education (39%), 41 enrolled in part-time education (52%), 2 children were registered as Electively Home Educated (3%) and 5 children lived out of area (6%). This compares with the previous year in which there were 54 cases of children of statutory school age open to the Service, of whom 32 were enrolled in full-time education (59%), 16 enrolled in part-time education (30%), 5 were registered as Electively Home Educated (9%) and one child lived out of area (2%).
- Of the cases open to the Service during the period on pre-court interventions (Youth Restorative Disposal, Youth Conditional Caution) or post-court interventions, 25 (32%) were assessed by YOS professionals as having Education, Employment, Training (EET) concerns. Complex History, ADHD and SEND are the most common reasons cited, with offending at school and suspected unidentified needs also a concern in several cases.

## Education Health & Care Plan (EHCP)

The services Information Analyst worked with colleagues in the Derby City Council Performance, Insight and Communications Team in 2022-23 to identify that within the YOS' cohort of *all* children under the supervision of the YOS on *any* disposal:

- 21% had an Education Health and Care Plan (EHCP) or were undergoing assessment
- Children who either had an EHCP, or were being assessed for one, numbered 31 and their ages ranged between 11 and 18 years old, with the average age being 15. Education placement information included: on roll at the Kingsmead Special School (8), Not in Education, Training or Employment NEET (5), on roll at The Bemrose School (1), and on roll at City of Derby Academy (1). Almost all EHCPs for YOS children are categorised as social, emotional, and behavioural needs and the school placements reflect other data that aligns with children subject to an EHCP predominantly living in areas of deprivation and being assessed with additional needs
- 25% had received Special Educational Needs support or previous equivalent (school action / school action plus)
- 37 children who were open to the Service were receiving SEN support (or equivalent) and their ages ranged between 9 and 18 with the average age being 15. Education placements included The Bemrose School, Alvaston Moor Academy, City of Derby Academy and Kingsmead PRU. Again, school placements reflect other data that aligns children living in areas of deprivation with additional needs.

## Exclusion

In Derby, 6% of statutory school age children experienced a period of permanent exclusion. In 2022-23, a total of 25 permanent exclusions have occurred where children have been under the supervision of the YOS, representing 32% of the YOS statutory school age cohort (79 children). This demonstrates that children subject to school exclusions are significantly over-represented in the youth justice system. Exclusions of children subject to YOS supervision predominantly pertained to behavioural issues which, in some cases, constituted the commissioning of offences.



## Restorative Justice and Victims

The Service commissions Restorative Justice (RJ) service provider (Remedi) to provide its victim services, including restorative justice. All victims are offered involvement where there is sufficient victim information and consent to make contact. Victims are contacted in both out-of-court matters and post-court work. Contact is primarily by telephone or email (where that information is available). Letters are sent to encourage contact when victims cannot be reached by phone or email; however high engagement success is due to the personal approach and telephone follow-up. Contact attempts are made during evening and weekends to fit in with the victim's availability, likewise victim contact is conducted during these hours when needed.

There is strong performance as regards victim contact and involvement in a restorative process. During financial year 2022-23, 156 cases were referred to Remedi. Of those 109 were eligible/contactable. All 109 eligible victims were contacted and of those contacted, 107 (98%) victims have been involved in a restorative process.

Of those victims 19 (17%) took part in Direct Restorative Justice work and 107 (100%) took part indirect Restorative Justice work. It is important to note that of those 107 victims, 238 indirect processes and 24 Direct processes were undertaken, (some victims took part in *more than one* piece of work); illustrating the range of processes offered to victims and their freedom to engage in as many as they want.

## Satisfaction Data

### In terms of Victim Satisfaction, evaluation data for this year shows:

- 98% Satisfaction with their RJ experience
- 96% improvement in being able to cope and recover
- 94% increased sense of safety
- 94% felt less fearful
- 94% increased sense of wellbeing
- 94% increased satisfaction in criminal justice system
- 100% felt better informed
- 99% would recommend participation in RJ.

Evaluations are completed when RJ cases are closed and indicate high levels of satisfaction with the service. Issues such as wellbeing, fear and safety are not applicable to all victims and the data above relates to those who have identified this as a concern.

### Children who participated in RJ commented on evaluation:

- 100% were satisfied with their RJ experience
- 100% commented they had an increased understanding of offence impact
- 100% said they were motivated not to offend
- 100% would recommend participation in RJ

### In Summary:

Derby YOS can be confident that all consenting victims are offered RJ involvement and that the Service meets its responsibilities under the Victim Code of Practice. Victims' voices are represented at panels

and to Case Managers working with children. Data shows high levels of engagement and satisfaction; building on the returns identified in the 2022-23 Youth Justice Plan.

Robust case planning between Case Managers and Restorative Justice practitioners, including the Victim Liaison Officer (VLO) considers victims' views and whether positive outcomes have been, and can be, achieved. In addition to direct reparation and direct communication between parties, victim 'informed' reparation has also been a focus of this approach; giving the victim an active say in work undertaken and children opportunity to participate voluntarily in specific requests. This approach is incorporated when victims want to have a say in work completed by children who have victimised them but do not want to/or feel ready to or otherwise choose to engage in direct RJ activities.

In addition to delivery of the RJ service, The Remedi Restorative Justice Practitioner undertakes Victim Awareness work with children to help them understand the effect of their behaviour and choices on themselves, their families, victims, and community.

This intervention is intended to explore themes relating to victimisation in cases where the victim; cannot be identified; cannot be contacted; or does not want to take part in Direct or Victim-Informed RJ activities.

### Wider Victim Considerations

Victims are considered when planning for their safety including ensuring the service contacts the Probation Victim Liaison Unit where contact with victims needs to be considered as part of licence conditions where children have been sentenced to custody for serious offences. The Service ensures Risk of Serious Harm assessments (RoSH) factor views and feelings of victims. Children's experience of being a victim and any potential future concerns of this type are factored into practitioner thinking when assessing safety and wellbeing and Remedi offer a 'Got Your Back' service to children under YOS supervision who have been victims of an offence, recognising that children known to the service may experience victimhood in some contexts.



### Serious Violence and Exploitation

The Police, Crime, Sentencing and Courts Act 2022 requires specified authorities for a local government area to work together and plan to prevent and reduce serious violence, including identifying the types of serious violence that occur in the area, the causes of that violence (so far as it is possible to do so), and to prepare and implement a strategy for preventing, and reducing serious violence in the area.

The YJB's definition of serious violence is violence against the person offences which encompasses homicide and weapon offences, robbery and drugs offences which have a gravity score of 5 and above.

As with other urban centres, Derby has experienced challenges regarding serious violence, including serious youth violence leading to the development and implementation of a draft Serious Violence Strategy across the county footprint with an overarching governance board (the service is represented by the Team Manager with strategic lead on Court and Custody) underpinned by the Safer Communities Board in the city, attended by the Head of Specialist Services. A Serious Violence Tasking meeting has also commenced and will involve the service from autumn 2023.



Multi-agency discussion, involving city and county councils, public health, police and the OPCC followed by consultation with the chair, vice chair and the Police and Crime Commissioner has led to a delivery plan for Derbyshire for 2023-24 (now submitted to the Home Office) outlining Derbyshire's plan concerning non-labour funding to invest into appropriate interventions to tackle serious violence in Derbyshire. A short outline is provided below:

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Bystander training</li> <li>• Outreach</li> <li>• Focused deterrence</li> <li>• Intensive Mentoring Programme</li> <li>• Mini-VRU – with potentially four new posts sitting within a dedicated Violence</li> </ul> | <ul style="list-style-type: none"> <li>Reduction Team which Derbyshire Constabulary.</li> <li>• Serious Violence Programme Manager</li> <li>• Serious Violence Analyst</li> <li>• Community and YP Involvement Officer</li> <li>• Communication and Campaigns Officer</li> </ul> |
|---|--|

Derbyshire's draft strategy highlights that between October 2018 and September 2021, Derbyshire recorded 7,119 occurrences under the definition of serious violence but over the last 12 months, there was a 7.23% decrease in offences compared to the previous year.

When serious violence and knife crime are separated the data shows knife crime offences have decreased by 32.67% whereas other types of serious violence have increased by 2.82%.

Most serious violence offences are committed in the evening and night-time with suspects between the ages of 15 and 29 accounting for 50.9% of all perpetrators or suspects of serious violence offences, with those between 18 and 24 representing the largest cohort of suspects and offenders within that group.

There is one age group that has seen a significant increase in offending in the 12 months ending September 2021, which is 10-14-year-olds, where the increase was 21.5%. This trend is also reflected among the victim population, that saw increases of 22.2% within the 10-14-year-old age group.

The Service and wider partners locally have acknowledged links between exploitation of children and serious violence, which has led to arrangements for bringing together partners involved in serious and organised crime and exploitation at operational, tactical and strategic levels to identify people and places of concern, including children at risk and ensuring a cohesive response across Derbyshire. The service is represented at operational level via our seconded Police Officer having access to Local Police Unit tasking intelligence, which is shared with practitioners, at tactical level by way of Team Managers attending tactical meetings and disseminating key intelligence and the chair of the Youth Justice Partnership Board attending the strategic group, chaired by the Assistant Chief Constable for Derbyshire Constabulary.

The Service remains aligned to Early Help and Children's Social Care's Risk of Exploitation process to ensure we do not unintentionally bring children into child protection systems where there is no need but recognise contextual safeguarding risks for children and suitable responses to this.

There are also plans for a centralised Children at Risk of Exploitation preventative team based within Early Help Services, which will incorporate three of the four YCPO's from the service in identifying those children at greatest risk of serious violence, exploitation, and secure outcomes if earlier help is not provided.

The Services participation in the YJB's Serious Incidents Reporting process and reports provided to the Youth Justice Partnership Board on this theme (last report February 2022) has helped us understand



links between the needs of children and adverse outcomes associated with serious violence and has informed thinking around our early help triage, our involvement with SOCEX and the serious violence strategy; where we see earlier identification and support as key to helping children avoid adverse outcomes and to protect the public.



Report for Youth  
Justice Partnership Bo

It is to be noted that for the third year running, the most prevalent offence type for children in the Service is violence but this is often at the lower end of the seriousness tariff, with only three offences of violence over gravity score 6 or over, all committed by White British children.

There were 15 (8.5%) cases assessed as at risk of Child Exploitation (CRE) compared with 19 (11%) in 2021-22. Several children who have been involved in serious incidents in Derby have been involved in CRE, particularly drug supply and despite the decrease in children open to the service managed at a 'Child in Need' threshold last year, given the profile of children known to YOS' i.e., attendance at Pupil Referral Unit's, poorer emotional health; they are a cohort at increased risk of being groomed into such situations.

YOS staff are trained in use of the National Referral Mechanism (NRM) and utilise this where appropriate and have access to a Child Risk of Exploitation expert in Children's Services, who has a strategic lead on this agenda in the city.

There is a contract in place from Derby City Council with local provider Safe and Sound for low level Child Exploitation work and medium and high-risk Child at Risk of Exploitation work is commissioned via the PCC to Derbyshire CARES. This aligns to the YOS' priorities for contextual safeguarding/Serious Youth Violence and prevention of offending behaviour.

## Prevent

Derby YOS provide Senior Management engagement in the Derby & Derbyshire Channel Panel, a monthly forum where children referred into the Derbyshire Police Prevent Programme, are considered by a multi-agency panel, including professionals working with children, allowing activities to be planned for the purpose of safeguarding against radicalisation of children or adults assessed as vulnerable to this. Derby YOS have continued, through their Panel representative, to respond within 24 hours to all information requests pertaining to children referred in to Prevent.

Derby YOS continue to prioritise circulation of monthly Prevent Newsletters and annual Counter-Terrorism Local Profiles, ensuring staff are up to date with local and practice developments and have contributed to the annual review of Prevent and Channel arrangements by completing the Channel Panel Annual Assurance Statement.

Derby YOS continue to provide a fortnightly drop-in clinic for all practitioners, hosted by a third sector delivery partner, Al-Huraya, which enables consultation in areas of cultural competency and intervention to inform and support YOS Practitioners in their communication with parents, carers and children about the Prevent programme, and so that culturally sensitive interventions can be considered, especially in areas of extremism and radicalisation.



Derby YOS continue to work in partnership with the East Midlands and Staffordshire Counter Terrorism (CT) Leads for Probation; consulting in all cases where a child has committed an offence under the Terrorism Act. The CT Leads; provide consultation to practitioners; support with content for Court Reports; complete information checks; and attend Risk and Safety Management (RSM) and Multi-Agency Public Protection Arrangements (MAPPA) meetings regarding Terrorism Act offenders.

### Detention in police custody

In Derby, a multi-agency 'Children in Custody' meeting is held quarterly chaired by Derbyshire Police Chief Inspector (Custody Lead) with a core group including Police Custody Sergeants and representatives from Children's Social Care (INC YOS, City and County).

The aim is to reduce the number of children held in police custody especially overnight; reduce the time children are held and safeguard the wellbeing of children detained.

Decision-makers in partner agencies consider ways in which systems and agencies can be better coordinated so that obstacles to the release of children from Police custody, such as identifying an appropriate address (when a child cannot be returned to their normal place of residence by Police due to Bail Conditions) can be removed or mitigated.

The meeting has been developed to be more child-centred and include contributions from out-of-hours Social Care and Children's Residential Care. The meetings involve presentation of high-level, anonymised statistical data, relating to children detained in police custody (sub-divided into City and County), and discussions focus on experiences of individual children that are reviewed in pursuit of more child-first practice and systems.

Through this format, we have successfully challenged issues such as children being detained for presentation at the Remand Court on Saturday when they do not meet the criteria for remand; improving underdeveloped communication systems between the Criminal Justice Liaison & Diversion Team, the Custody Sergeant and the relevant YOS'; and improving communication between Police and Children's Services regarding provision of beds under s.38(6) Police and Criminal Evidence (1984) Act).

Derby YOS are also panel members in quarterly meetings to manage the contract for the provision of Appropriate Adult (AA) services; a contract which is held by Derbyshire Police, and which oversees services delivered in Derbyshire by Child Action North-West (CANW). The aims for CANW in the year 2022-23 included:

- To provide an Appropriate Adult for all children aged 10–17 years arrested in Derbyshire where parents/carers are unable/unwilling to attend.
- To provide detailed reports to the YOS of all young people for whom the service has acted within 1 working day following the intervention (Outcome Form).
- To negotiate with the police in relation to Voluntary attendance requests.
- To provide a service for all Children in our care who are arrested
- To provide quarterly updates on the performance of the service.



- To ensure that the service provided meets the required National Appropriate Adult Network standards.
- To work in partnership with Police, YOS, Liaison and Diversion, Courts and EDT

Through these meetings, quarterly data provided by CANW about the AA services they deliver is scrutinised, with particular attention paid to the coverage and timeliness of support and communication between the AA and the Criminal Justice Liaison and Diversion Team who both interact with detained children, to ensure effective and coordinated advocacy.

Data shared by CANW indicates that in the period 1 April 2022 to 31 March 2023, 947 Derby city children received an AA service in Derbyshire. This embedded document below highlights the data:



AA Data table.docx

Additionally, Derby YOS have commenced operation of an early diversion triage system in Police custody with Police Charging Managers which is covered in the prevention and diversion section of this plan.

### Remands and use of custody/constructive re-settlement

As prior highlighted, the service has developed a strategy to intervene at the earliest possible point with children at risk of adverse outcomes, this is part of our vision to prevent issues escalating to the point of statutory intervention or the need for secure outcomes for children. Our aim is for this to impact on our FTE figures, numbers of serious violent offences/incidents, reduce contextual safeguarding risks and the number of custodial sentences/remands.

The Service offers a range of bail support and community-based programmes to the court as robust alternatives to secure remands/sentences using a tiered approach and options such as an ISS based programme which is reflected in our updated bail and remand strategy.



YOS Bail and Remand Strategy.docx

Robust attempts are made to avoid secure remands by way of information being shared between the Police and YOS as soon as a child appears in the custody suite, enabling early opportunity to track cases and prepare bail options in advance of court hearings, utilising strong links with CPS and defence representatives to identify early children at risk of secure remand.

The service has recently completed a thematic report on remand and bail activity across the last three years which has identified patterns including the severity of offences being a key driver to relatively high secure remand numbers, challenges regarding disproportionality in secure remand numbers, low use of remand to local authority accommodation, having a conversion rate of 90% to custodial sentences and Derby having very few short secure remand episodes, which demonstrates that the severity of offending and addressing this early to prevent escalation is key to reducing custodial outcomes.





Remand into custody  
Report 2020-23.docx

Given the services number of secure remands, it was selected to be part of a joint thematic inspection in June 2023 with 10 other Local Authorities on the theme of remand. National aggregated outcomes will be part of a national report due late summer 2023.

There are close working relationships with Children's Social Care and commissioning for any cases at risk of secure outcomes to ensure suitable accommodation is sourced with either family members or through the Children's Commissioning Service and we have completed deep dive activity across Social Care on cases of children remanded to Youth Detention Accommodation.

Where Courts feel custody is the only option for a child, the service has arrangements in place to ensure children are fully supported whilst in custody, their outcomes are not negatively impacted and there is strong resettlement planning. This is supported by the service having a Team Manager and ARO dedicated to custody arrangements including oversight and coordination of the service's key multi-agency forum for providing added value to cases at risk of or subject to custody; the Custody Scrutiny Panel (CSP), which also includes representatives from HMPPS (ensuring lines of communication with the secure estate). The Service has updated its Custody and Re-settlement Policy in line with guidance from the YJB and HMIP.



Custody and  
Resettlement Policy V

The Team Manager with strategic and operational management responsibility for custody, resettlement, and court holds practice reviews with HMP YOI Werrington (Resettlement Team), focusing on resettlement developments including interventions, resources etc., review of YJAF and a review of children placed at HMP YOI Werrington and those at risk of being placed there. Please see the embedded case study to demonstrate how the YOS worked with HMP YOI Werrington to creatively use ROTL processes to develop a successful transition and resettlement plan for a young person.



ROTL case  
study.docx

The service is represented in bi-monthly meetings including all court stakeholders which focus on children appearing through remand court, providing opportunity to discuss factors relevant to the imposition of remand status. The Service is also represented at Magistrate's Court Improvement Group meetings (formerly Transforming Summary Justice), with focus on progression of youth cases through court and identification of measures to ensure swift administration of justice for children.



## National Standards

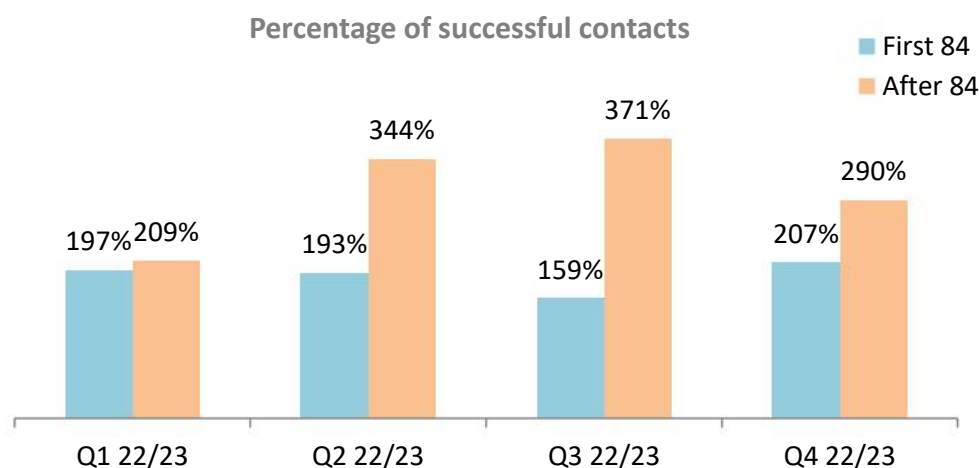
### Derby YOS 'Management Oversight and Quality Assurance Strategy' activities.

Derby YOS utilise four key activities identified in the 'Standards for Children in the Youth Justice System' (YJB, 2019) as markers for delivery of effective practice. Objectives are included in Derby City Councils Professional Development and Accountability Framework for case holding practitioners. They are numbered i to iv below:

- i. Ensure that all service-users receive at least the minimum number of contacts under the Scaled Approach, in accordance with the Standards for Children in the Youth Justice System:

The graph below shows the percentage of successful contacts delivered by Derby YOS, in accordance with the assessed Scaled Approach level. For each quarter, the figures are sub-divided into success relating to contacts delivered in the initial, higher intensity Scaled Approach period and those delivered in the lower intensity Scaled Approach period.

*Chart to Show Percentage of Successful Contacts delivered Derby Youth Offending Service in 2022-23*



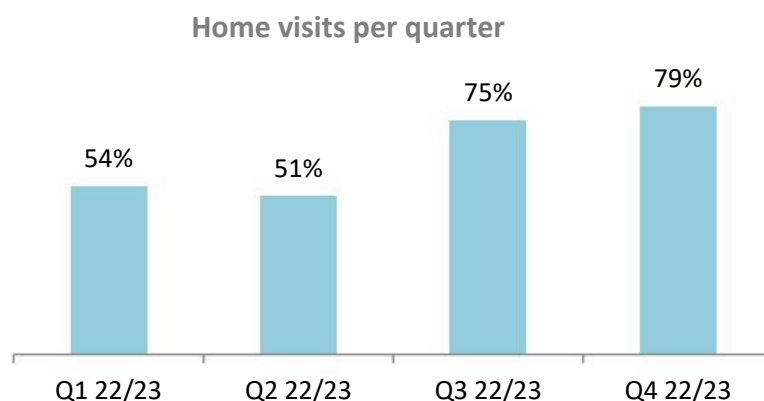
Derby YOS can clearly evidence that over 2022-23, work completed with practitioners regarding the importance of delivering all contacts mandated by the Scaled Approach, including through completion of quarterly audits with all practitioners, is having the effect on increasing compliance to the point performance consistently exceeds expectations detailed in 'Standards for Children in the Youth Justice System'.

- ii. See all service-users at home in accordance with the Standards for Children in the Youth Justice System and the Practice Standards for YOS

The graph below shows the percentage of home visits per month based on a requirement of one home visit contact per calendar month per child under YOS supervision on a YCC or post-Court intervention.



Chart below to Show Percentage of Monthly Home Visits delivered by Derby Youth Offending Service in 2022-23:



The graph illustrates progression from not meeting the self-imposed target for 75% compliance at the beginning of the year towards meeting the target for the first time in Q3 and then exceeding that target in Q4. Developing performance with regards to Home Visits was a priority of Derby YOS for 2022-23 and all YOS practitioners responsible for delivering statutory Home Visits, whose individual compliance was not at service expectations have been given additional support (training, reflective discussion, etc.) and remedial actions designed to support consistently higher performance.

- iii. Facilitate the swift dispensation of justice by ensuring that Referral Order Initial Panels are delivered in accordance with legislative requirements.

Referral Orders remain the single most frequently issued intervention supervised by Derby YOS. Statutory guidance places an expectation on the Initial RO Panel being held within 20 working days, or 5 working days (for Referral Order with Additions; also known as 'Intensive Referral Order).

Chart below to Show the Percentage of Initial Referral Order Panels delivered within timescale in each calendar month of 2022-23 by Derby Youth Offending Service:

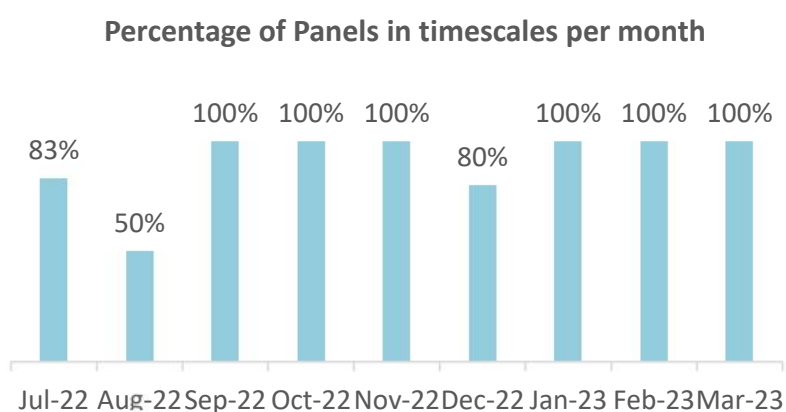
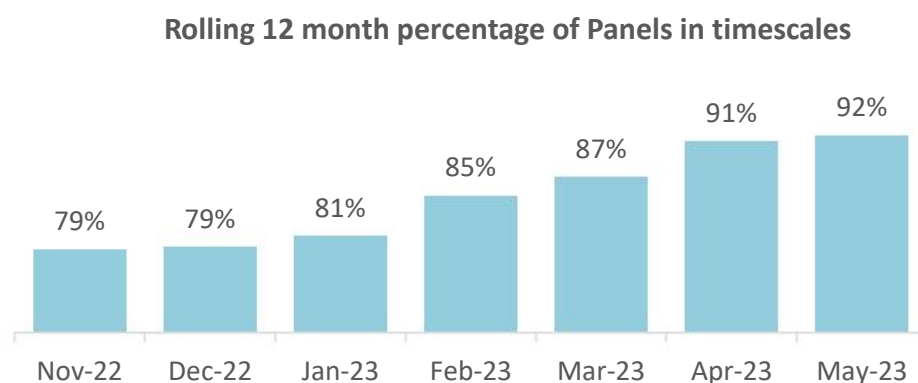




Chart below to Show the Percentage of Initial Referral Order Panels delivered in a rolling 12-month period culminating in 2022-23:

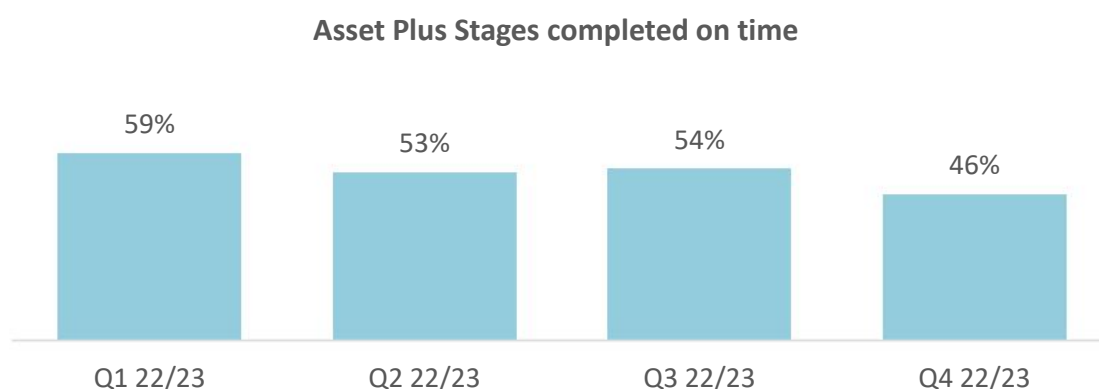


Derby YOS have maintained perfect compliance with statutory expectations in 6 of the 9 completed months and in 2 of the remaining 3 months, compliance met the HMIP threshold for Outstanding timeliness (first chart). Alongside this, Derby YOS can evidence there has been strong and sustained positive development over the preceding 18 months, by factoring in rolling 12-month reporting periods – each culminating in a calendar month in 2022-23.

- iv. Ensure that all service-users have a good quality assessment and plan to inform the work that will be completed with them, in accordance with the Standards for Youth Justice Work and the Practice Standards for YOS.

Derby YOS (after consultation with the YJB), has an expectation on all Case Managers to complete a good quality initial assessment and plan within 35 days of start of the intervention.

Chart to show the Percentage of Initial AssetPlus Assessment Stages completed within timescale by Derby Youth Offending Service in 2022-23:



While retaining a positive comparison to statistics produced for the 2021-22 Youth Justice Plan (reporting on activity in 2020-21) remains favourable (average compliance across the year being 47.7% in 2020-21 and 53% in 2022-23) it must be noted that compliance has fallen compared to last year (61.3% compliance reported in the 2021-22 Youth Justice Plan).

A key factor in this change has been front line practitioner challenges. While other tasks can either be quickly taken-up and delivered post reallocation (i.e., supervision contacts and home visits) and some



tasks are coordinated by others (i.e., Referral Order initial panels coordinated by a dedicated practitioner), the completion of an assessment is a far more complex process and thereby far more susceptible to significant disruption when children are reallocated due to staffing challenges.

### Key Priorities Relating to Performance in complying with Standards

It is now acknowledged practice with regards to the first 3 measures detailed above has reached sustained, high levels of compliance. While these areas are continually monitored as part of YOS Performance Management business as usual, the focus will be completion of AssetPlus assessment stages. Actions to achieve this are:

- Consult YJB and HMIP on their tolerance and expectation for the 'timeliness' aspect of AssetPlus assessment stages ensuring a balance between quality and timeliness
- Consult YOS Managers and Practitioners to agree a self-imposed timescale for YOS within the parameters of the expectations of the YJB and HMIP outlined above
- Investigating training needs for AssetPlus authors and deliver sessions designed by the YOS AssetPlus and ChildView Strategic Lead to address needs identified'

## Workforce Development Plan

### Staff Training and Development Consultation

The embedded document below details the methods used to consult within Derby YOS regarding training and development priorities for 2023-24:



Staff Training and  
Development Consultation

*Table to Show the Personal/Individual Training and Development needs identified by YOS Practitioners through consultation*

Need Identified	Number of Requests
Assessment / Planning / Intervention / Review	1
Report Writing	1
AssetPlus technical	2
LGBTQ+ Inclusion	1
Motivational Interviewing	2
Transitions into Adult Offender Management	2
Unconscious Bias	1



*Table to Show the Whole Service Training needs identified by Derby YOS Practitioners through consultation*

Need Identified	Number of Requests
Autism Awareness	2
Interagency networks	1
Harmful Sexual Behaviour Assessment	1
Harmful Sexual Behaviour Intervention	1
Diversity and Cultural Awareness	2
Gender and Identity	2
Peer to peer training models	2
Speech And Language Therapy	1
Special Educational Needs	1
Therapeutic Needs of Children of Colour	1

### **Derby YOS Response to identified individual/personal learning and development needs**

In response to the findings related to individual/personal needs, the DHoS has provided Line Managers with names and associated training and development need so these needs can be reflected in the Practitioner's Great Performance Conversation (GPC) profile (in-house Professional Development and Performance Management Framework) so that Line Managers and Practitioners can work together to ensure sufficient opportunities are identified in 2023-24 to meet those needs.

### **Derby YOS Response to identified whole service learning and development needs**

Derby YOS will seek to prioritise, source, and provide training opportunities to meet the four highest frequency identified whole service training needs, through the delivery of group training activities.

Training activities that have already been planned in 2022-23 for delivery in 2023-24 and training activities mandated by Derby City Council are also included, with context provided.

Please also see embedded document below which is a review of the 2022 workforce plan.



Workforce  
Development Plan Re



## Workforce Development Plan 2023-24

Name or Group	Development need	Priority	Target date	Comment
All YOS Staff	GDPR e-learning	High	31.7.23	Required annually as corporate requirement
All YOS Case Managers and Assistant Responsible Officers	ChildView & AssetPlus technical use	High	30.8.23	Necessitated due to numerous new starters arriving in service at the same time.
All YOS Staff	Autism Awareness Training	Low	By 31.3.24	Building on from previous Autistic Spectrum Disorder (ASD) awareness training. Practitioners always have access to YOS Health Pathway professionals for guidance inc. re ASD.
All YOS Staff	Diversity & Cultural Needs Training	Medium	By 31.12.23	DHoS to link with DCC Workforce learning and Development Team
All YOS Staff	Gender & Identity Training	Medium	By 31.12.23	Available through Derby City Council
YOS front-line practitioners	Peer to Peer Training Models	Low	By 31.3.24	To fit with operational responsibilities of new Senior Practitioner post that will be operational after 1.9.23
New YOS Starters	Harmful Sexual Behaviour (HSB) assessment training (AIM3)	High	By 31.7.23	Required so that new practitioners can competently assess children presenting with HSB
YOS Managers and front-line Practitioners	Use of YRO Education Requirements and Referral Order contracts to promote and, where possible, enforce, school attendance.	High	By 31.8.23	Required before end of summer break so that deployment of this requirement can reinforce school attendance expectations in Youth Justice plans DHoS in Early Help with lead on school attendance to be invited to lead a session with YOS staff
YOS Managers and front-line Practitioners	Refresher training on changes to Intensive Supervision & Surveillance requirement and sharing of best practice in ISS	Medium	31.12.23	To fit with operational responsibilities of new Senior Practitioner post that will be operational after 1.9.23
YOS Managers and front-line Practitioners	Pan training and development needs pertaining to Children's services workforce	Medium	30.6.24	All managers and practitioners to make the most of lunch time learning opportunities to ensure breadth of knowledge regarding issues affecting children and the children's workforce.

## Evidence-based Practice and Innovation

Derby YOS are committed to sharing, and accessing, best practice with, and from, other Youth Justice services. This is mainly facilitated through the following fora and hubs:

- Contributing to the Youth Justice Board 'Midlands Developing Practice Forum'.
- Contributing to the Youth Justice Board's regional Heads of Service meetings.
- Contributing resources to and accessing resources from the 'Youth Justice Resource Hub' maintained by the Youth Justice Board.
- Contributing knowledge and resources to the 'Basecamp' web space maintained by the Youth Justice Board.

Derby YOS are committed to developing practice and innovation within Derby City Council through interdepartmental collaboration, with examples included below.

Some examples of best practice shared by Derby YOS in the past 12 months are provided below:

*"I am not the easiest person, but you have been patient and let me be me. I won't let you down and I will keep working on my confidence and self-belief like you have taught me."*

- Derby YOS have worked in partnership with the Derby City Council (DCC) Supporting Families to develop the Supporting Families (SF) Child Practitioner role based in the YOS, enabling swift identification of families meeting the criteria for intensive family support, which is delivered alongside Case Manager's supervision of children. This was recognised by Kelly Verney, (Performance Lead for Changing Futures and Supporting Families in the Department for Levelling Up, Housing and Communities) who visited DCC on 7.3.23 to inspect local SF arrangements and commented she was "extremely impressed" with the way Supporting Families complement, whole family themed work in Derby YOS.
- Derby YOS have collaborated with Derby-based specialist child exploitation charity Safe and Sound to establish the Safe Places initiative; a network of shops, bars, offices and public buildings in the city center designated as Safe Places for women and girls to seek help and support if they are concerned about their safety, which was launched in April 2023.
- Derby YOS have collaborated with DCC departments and Derbyshire Police in conducting 'mystery shopper' visits to hotels and other overnight accommodation providers. Visits involved child volunteers, including children supervised by YOS, accompanying plain clothes police officers to hotels, and enacting scenarios to replicate the behaviour of adult exploiters and exploited children, to test whether expectations shared by Police with such establishments were being adhered to. The findings have contributed to a local review.
- Derby YOS have collaborated with the PCC to recruit a Speech and Language Therapist (part-funded by both) who will integrate into the YOS Health Pathway, with work commencing in May 2023. The role will provide training to staff, review YOS interventions and documentation for accessibility, and complete direct work with children.
- Derby YOS have collaborated with local partners, including Police, Crown Prosecution Service and Children's Social Care Services, to deliver the Turnaround Programme (TP) locally, since January

2023. Through this local deployment of a national initiative, ensures all children detained in Police custody in Derby are assessed for suitability for TP (when Police do not intend to charge) or Diversion from Court (when Police do intend to charge).

- Throughout 2022, a YOS Team Manager has been seconded to HMIP where they have completed several Youth Justice Service Inspection activities and contributed to the redevelopment of YJ Inspection activities.
- In May 2023, Derby YOS collaborated with Remedi, the PCC, The Crown Prosecution Service and others in agreeing strategic deployment of the 'Immediate Justice' Initiative, for which Derby is a pilot location. IJ will be incorporated into existing YOS Prevention & Diversion Strategies to ensure alignment with existing out of court activity.
- In February 2023, Derby YOS contributed to a YJB report outlining the challenges and issues arising from lack of probation resource to Youth Justice Services across England and Wales, through the provision of strategic arrangements, data and local partnerships to the YJB Regional Lead for the East Midlands.
- In May 2022, Derby YOS collaborated with the Magistrates' Bench Chair and Court Users' Group for Southern Derbyshire Magistrates Court to review Youth Court arrangements in SDMC ensuring the Court has input into YOS Court arrangements.
- In June 2022, Derby YOS Health Pathway collaborated with partners to synchronise delivery of preventive therapeutic activities to support seamless transition when a child can access the same resources through multiple routes ensuring agencies were not operating in silo.
- In June 2022, Derby YOS supported the strategic development of Hackney youth justice services by detailing the resource-requirements and impact of our Health Pathway arrangements, and by providing follow-up consultation.
- In September 2022, Derby YOS supported Sheffield Youth Justice Service by sharing our Quality Assurance strategy and framework and providing copies of all forms used to support review of their arrangements.
- In October 2022, Derby YOS supported Nottinghamshire Youth Justice Service with their investigations into their service provision, regarding Referral Orders and Victim Services, by sharing internal arrangements and anonymised data.
- In January 2023, Derby YOS supported Nottinghamshire County Council by sharing the local arrangements for the delivery of Secondary Placements Panel and the management of part-time timetables and how both activities are enhanced through the work of the YOS Education Officer.
- In February 2023, Derby YOS consulted with our whole service on our Quality Assurance Framework, which led to a revision of arrangements. See Performance section for more details.
- In September 2022, Derby YOS supported our colleagues in HM YOI Werrington during an HMIP Inspection by drawing attention to the innovative custody and resettlement practice and escalation policies we have collaboratively developed.



- In September 2022, Derby YOS worked with the NHS Derby and Derbyshire Integrated Care Board to review the role specifications for NHS and CAMHS practitioners seconded to Derby YOS providing a template for other local arrangements.
- In 2023, we collaborated with the Local Criminal Justice Board and our partners at Derbyshire Youth Justice Service to create a Disproportionality Subgroup, through which local partners from the CJB, Police, Probation, Children's Social Care and Youth Offending/Justice Services and others share data to investigate Disproportionality within their own services and agree actions that have the potential to tackle this.

## Service Improvement Plan

### Youth Justice Board Strategic Plan 2021-24

The YJB identifies three strategic pillars that will help them work towards their Child First vision. The three pillars are captured below:

- Through clear leadership, we empower our people to intelligently use our resource and operate as an exemplary public sector organisation and employer
- Our unique statutory oversight function enables our effective monitoring of the operation of the youth justice system
- The leadership and guidance we provide to our partners helps drive system improvement for children and achieve better outcomes.

Sitting below these pillars are sets of priorities that outline how the strategic aims will be met and drive the vision of a Child First youth justice system.

The 2023-24 Derby Youth Justice plan reflects the YYB's vision of 'Child First, offender second' by developing trauma-informed services and aiming to understand children, using services and interventions that work in conjunction with Desistance Theory and the Good Lives Model.

This plan incorporates actions that address areas self-assessed as 'Requiring Improvement' through prior 'Standards for Children in the Youth Justice System' audit activity where these are not yet fully embedded.

To ensure we continually improve services for children at risk of, or involved in, offending behaviour, support will be needed from the local Youth Justice Partnership to ensure services referred to in this document can be implemented, e.g., partners in education, health, Probation, Community Safety and Integration Teams, the Office of the Police and Crime Commissioner for Derbyshire and Derbyshire Constabulary.

We consulted with and have taken feedback from all statutory and non-statutory partners regarding their strategic plan aims (discussion at Youth Justice Partnership Board, 12.6.23) to ensure these are aligned with the YOS' strategic aims set out in this plan.

Scrutiny will also be retained from the YJB of our strategic and operational delivery through our Youth Justice Partnership Board arrangements, where the YJB offer challenge and support in line with the three strategic pillars and Child First vision.

### Early Help and Children's Social Care Services Objectives:

Derby YOS is integrated with Early Help and Children's Social Care, the business plan vision for this area in 2023-24 is to enable 'Stronger Families and Resilient Children' through; the delivery of strength-based practices; providing children and their families with Targeted Early Help where required or where children and young people are thought to be at risk of harm; taking steps which ensure they are kept safe; and measuring success against the FLOURISH outcome framework. The key objectives within this plan that have relevance to Youth Justice outcomes are:

- Shape and develop Place Based Risk
- Increasing partnership working with our voluntary, third and faith sectors (co-production)
- Implement Family Hub Model 0-25 including SEND across Derby by 2024

Ainfluence of the YJB strategic plan on our local plan.**Progress against key findings from relevant local inspection action plans**Below are the last set of inspection activities in Derby; all recommendations and actions are integrated into service development plans and an overview of progress against last year's plan is captured elsewhere in this document.

A full narrative overview of progress against each of the below areas is contained in Derby's Youth Justice Plan 2022-23.

- HMIP Inspection June 2018 - Derby YOS received a 'Good' outcome.
- Joint Targeted Area Inspection in Derby in 2018
- Resettlement thematic inspection in 2019
- Local Area SEND inspection and re-inspection in 2019 and 2021.
- OFSTED ILACS inspection in March 2022 – Derby received an overall grading of Outstanding

Derby City was inspected as part of a joint thematic HMIP and OFSTED inspection on the theme of bail and remand on the week of 5.6.23, findings from the national report will inform our service development plans and local learning, both from a policy and practice perspective.

### Response to Serious Incidents Locally

As mentioned in earlier sections of this plan, the service is engaged in the YJB Serious Incidents reporting process. There have been several serious incidents in the city or involving children from the city that have been reported to the YJB. Locally, partners have been kept abreast via reporting through the Youth Justice Partnership Board.

The most recent report was completed and presented to Board members in the February 2022 meeting and a copy of that report is attached below. Earlier sections of this plan articulate more detail regarding serious youth violence in the local context and plans across the partnership to address this.



Report for Youth  
Justice Partnership E

## Challenges, Risks, and Issues

The landscape for youth justice services has never been as challenging locally, however, there are strong local multi-partner arrangements at the strategic level principally through the Derbyshire Criminal Justice Board, MAPPA, the Youth Justice Partnership Board, and the Youth Justice Board, which allows joined-up horizon scanning of potential threats/opportunities across the system and joint planning to address these.

The Service utilise insight on a systematic basis, starting with an annual SIA to inform plans at the close and opening of each financial year, allowing themes and patterns around risk and need to be identified. This is augmented by insight in our newly devised QA and Performance Management meetings to ensure whole management team understanding of what the insight is telling us and action needed to address this. Risks at the present time include:

### Serious Youth Violence and Knife Crime

Serious youth violence remains a challenge for services located in urban environments. This plan has covered (in other sections) the issues we have seen regarding serious youth violence and knife crime and the partnerships approach to addressing this is contained in the both the narrative and service development plan. In the past year, our SIA demonstrates that higher gravity violent offences have been low but other high tariff offending such as drug supply (despite a year-on-year reduction of 28%) remains associated with behaviours/associations that could lead to serious youth violence.

### First-Time Entrants

A continuing challenge is the Service's rate of first-time entrants, which we have not consistently brought in line with our comparator Local Authorities. Again, other sections of this plan outline the approach taken to date and action we aim to take in 2023-24 to address this challenge.

### Remands to Youth Detention Accommodation

Secure remands to Youth Detention Accommodation continue to be a financial risk as demand outweighs the budget received from the Ministry of Justice. There is scrutiny of all remands and robust alternatives are offered to the courts. During 2022-23, 11 children were remanded into custody compared with 18 in 2021-22. The number of remand bed nights accrued was 1523 at a total cost of £467,561, compared with 699 bed nights at a cost of £240,625 in 2021-22. It should be noted that during 2022-23 there were 5 young people who were in custody for long periods in relation to serious offences including Murder and Attempted Murder (from 2021-22).

There is Local Authority budgetary support to manage the remand budget, but Derby received a small decrease to this budget from the MOJ in 2022-23 compared to 2021-22. Our financial forecasting shows bed night costs (based on quarter 1 2023-24 insight) would be manageable if this remained consistent across the year but this does not account for new remand episodes, which demonstrates the ongoing challenge. Any learning from the joint thematic bail and remand inspection will be used to address the challenges going forward.

### Reduced funding

Local Authority budgetary challenges have led to staffing reductions, meaning the service is unable to offer the service it did in 2022-23, particularly in areas of parenting support, preventative youth well-

being activity, case management resources are further stretched, and the Head of Service has had another added to their portfolio. Further reductions to the services current form may render it unviable and without such a service, there would be increased pressure on other areas of statutory intervention.

The service's integration with Early Help and Children's Social Care however allows access to parenting and other family support services, and the service retains a Supporting Families Children's Practitioner. There are plans to creatively utilise budget to develop a therapeutic mentoring intervention to address the youth well-being resource gap and plans to use discharge of orders to reduce the post court case load to ensure existing resources are focused on services for the right children at the right time and at the right tier of support.

### **Disproportionality**

The Plan has previously outlined the challenges in relation to disproportionality for some groups of children in the city. This area continues to be a priority for the service and the service development plan details specific actions to be taken by the Service and its partners to address disproportionality in the next twelve months.

### **Cost of Living Crisis**

The cost-of-living crisis will hardest hit those already struggling financially and given the strong evidential links between poverty and crime, this could increase risks of increased numbers of families coming into contact with the criminal justice system. This could increase YOS caseloads, impacting on quality of direct work with children as caseloads grow. The number of children worked in the post court space increased in 2022-23 but reduced in the pre court space, we aim to turn this around over the next 12-24 months through our early triage work.

The mitigations in place are around development of Derby's family hub approaches to reach families at an earlier point in time, including through the universal Early Help approach and continued backing by Derby City Council of the Targeted Early Help offer in the city. The Service has a strong prevention and diversion framework, which is now backed by the Turnaround programme and our developing Early Triage approach.

## Service Improvement Plan

### Key Improvement Area 1 - Inspection Readiness (quality of practice continues to meet inspection standards).

1	Improvements to youth justice services and outcomes for children needed	How will this be delivered	Benefits delivered and success indicator	What support is needed to improve? INC sector support.	Who	By When
i	Broader scrutiny/deep dive activity to robustly check work is meeting inspection quality standards	Case Audits through QA Service INC other Children's Services managers  Targeted deep dive activity as part of revised 'strengths based' QA framework	Broader view of quality of practice  Success indicator via delivery of audits and quality of work observed	Derby City Council Children's Services QA service	HOS DHOS Children's Services managers	31.5.24.
ii	Service Level Agreements up to date and accurate	Review and update SLAs, Police and Probation	Partnership arrangements are secure, up to date, mutually agreed and underpinned by signed, written agreements  Success indicator by way of up-to-date SLAs being in place	Derby Probation Service and Derbyshire Constabulary to work with the service to ensure these are updated	HOS DHOS	31.5.24
iii	Re-branding of the service to reflect current ethos and practice	Surveys complete and name change to progress  Name changes of Case Manager and Assistant Responsible Officer to also change to reflect Child First language	Staff and children have a service title they feel reflects their practice and ethos  Improved staff culture and sense of belonging, children feel included in service decision making  Success indicated by change in title based on feedback	Support from DCC teams such as IT, Democratic Services, Communications etc. to ensure service title is reflected in all necessary literature/online space and is communicated across DCC and partner agencies	DHOS Staff team	2.8.23

1	Improvements to youth justice services and outcomes for children needed	How will this be delivered	Benefits delivered and success indicator	What support is needed to improve? INC sector support.	Who	By When
iv	Service developments based on a broad range of ideas, experiences, and views.	Annual survey with front line staff at point of writing YJ plan to ensure breadth of ideas informs planning	Those developing plans will have a more holistic view of needs across the service enabling improved planning	Staff and management engagement in planning processes	Management team Staff group	1.6.23
v	Embed new KPI set	KPI set to be discussed at new Quality and performance management meetings and YJPB to agree key actions based on insight	Broader insight set addressing needs of children more holistically  Success indicated by KPI insight being consistently available and key actions agreed in appropriate fora	Needs support from CMS provider  YJPB to work on actions associated with KPI insight	Information Analyst  YOS management team  YPJB members	From 1.4.23



**Key Improvement Area 2 - Fewer children and young people re-offend to provide safer communities through effective Interventions.**

<b>2</b>	<b>Improvements to youth justice services and outcomes for children needed</b>	<b>How will this be delivered</b>	<b>Benefits delivered and success indicator</b>	<b>What support is needed to improve? INC sector support.</b>	<b>Who</b>	<b>By When</b>
<b>i</b>	Children have access to appropriate education arrangements	Develop consistent escalation process where children are not receiving appropriate education suitable to their needs	Swifter resolution of education issues for children.  Clarity across the service re actions to be taken where children are not receiving appropriate education.	Support needed across Derby City Council Inclusion Services	DHOS Education Officer  YJPB Education representative	1.12.23
<b>ii</b>	The Service understands the landscape regarding education arrangements for children open to the service	2-page presentation on patterns of part-time timetable, EHE and exclusions for children accessing the service to be presented to staff and YJPB for understanding and inform practice/policy decisions  Improving education attendance to be part of every child's plan  Investigate support health can offer to children not in full time education	Presentation helps inform understanding and leads to appropriate actions    Other resources can be used to meet children's needs associated with school attendance issues	YJPB members, particularly education representative  HOS Inclusion Services (Derby City Council)  IYFA and Exclusions Manager (Derby City Council)   Director Integrated Care Board	DHOS      HOS Specialist Services	1.9.23      1.11.23
<b>iii</b>	Key interventions and templates are child first in design/delivery	Assess most frequently used interventions and templates for suitability based on SIA insight regarding children's needs	Greater engagement by children in bespoke interventions meeting responsivity principals	This will be delivered in service with potential support from County Youth Justice service	Speech and Language Therapist	2.1.24

2	Improvements to youth justice services and outcomes for children needed	How will this be delivered	Benefits delivered and success indicator	What support is needed to improve? INC sector support.	Who	By When
iv	Children's voice informs service developments	Children's annual participation plan to INC-targeted surveys INC YJ plan, interventions review  X 1 Team Manager to lead on participation	Services are based on Child First principals by being informed by their voice  Success indicator by way of feedback from children informing service action	YJB resources	Team Manager participation lead	1.10.22
v	Exit children from formal youth justice system at earliest appropriate point	Increase number of Order discharges at Court	Children avoid unnecessary ongoing stigma of unnecessary involvement in youth justice system  Success monitoring via data report	YOS Strategic Court Lead to consult Derby Court Users' Group – what is minimum information required for early revocation  HMCTS to support with access if required	YOS Strategic Court Lead YOS Service Managers Derby Court User's Group	1.7.24
vi	Improved emotional health for children	Develop therapeutic mentoring intervention using sessional staff and overview from Clinical Psychologist	Children have low level emotional health interventions sub CAMHS threshold	No other sector support needed	Team Manager leading on interventions	1.10.23
vii	Families have access to broader support	Develop clear family support offer via existing Early Help/Social Care options in Children's Services and commissioned services	Families have access to parenting support  Success indicated via clear offer for service from YOS via Early Help Services, Family Group Conferencing and commissioned provision	Early Help Services (Derby City Council)	HOS (Early Help) HOS (Specialist Services)	1.9.23 1.10.23
viii	Reduce risks associated with housing need	Review system for responding to prevent housing breakdown including	Earlier identification of need and response would see appropriate services wrapped	YOS manager and practitioner task and finish group	YOS management team	1.3.24

2	Improvements to youth justice services and outcomes for children needed	How will this be delivered	Benefits delivered and success indicator	What support is needed to improve? INC sector support.	Who	By When
		wrap around support needed for children and parents/carers and links to other services, i.e., Derby Homes	around family to ensure specific accommodation needs are met		YOS practitioners	

**Key Improvement Area 3 – Fewer children and young people in custody by providing stability and resilience through resettlement services.**

<b>3</b>	<b>Improvements to youth justice services and outcomes for children needed</b>	<b>How will this be delivered</b>	<b>Benefits delivered and success indicator</b>	<b>What support is needed to improve? INC sector support.</b>	<b>Who</b>	<b>By When</b>
<b>i</b>	Informed proposals to Court to provide reassurance that risk can be managed safely in the community	Survey magistrates to identify what would make a difference to cases that meet custodial threshold to maintain children safely in the community whilst protecting victims/potential victims and not losing integrity in the system to manage risk	We will understand what is needed to offer robust reassurance to sentencers and potentially reduce custody numbers for children  Success indicated by way of clear understanding of magistrates' views, developing services based on feedback and reduced custodial sentencing tracked via KPI's	HMCTS to support in ensuring as many magistrates/DJ's as possible complete survey	Team Manager (Court lead)  Presentation back to YJPB by HOS	1.10.23
<b>ii</b>	Informed proposals to Court to provide reassurance that risk can be managed safely in the community	Implement pre-sentence panels  Review PSR template	PSR authors, member of judiciary and key others involved in the case to meet pre-sentence to discuss options and proportionality issues to ensure targeted recommendations to court in custody threshold cases  PSR's are shorter and Child First in design	HMCTS will need to support and back this, alongside partner agencies such as CPS	Team Manager (Court lead)	1.10.23
<b>iii</b>	Reinvigorate ISS offer	Review current offer and update in line with YJB guidance and ensure clear court templates developed	Clear offer understood by staff, judiciary and YJPB	YJPB members	Team manager with lead on	1.11.23

3	Improvements to youth justice services and outcomes for children needed	How will this be delivered	Benefits delivered and success indicator	What support is needed to improve? INC sector support.	Who	By When
		and used (including timetables for first week of delivery)	Success indicated via updated offer, presentation to YJPB and staff and review of uptake		Court and Custody	
iv	Investigate post arrest support for children at risk of secure remand	<p>Voluntary support from the service to be offered where children are arrested and there is a later risk of secure remand to reduce risks associated with this, to include post remand support where leaving care eligibility not met</p> <p>Add tracking multi handed serious incidents to Custody and Re-settlement policy to inform actions/joint chronology planning linked to CSC process for complex strategies</p>	<p>Reduced risk of adverse outcomes for children</p> <p>Earlier help to address issues associated with adverse outcomes</p> <p>Success indicated via clear offer and process being in place</p>	<p>Derbyshire Constabulary CPS YJB (consultancy) Potentially other Youth Offending Services</p> <p>Team Manager responsible for Court and Custody</p>	<p>HOS Derbyshire Constabulary CPS Team Manager with lead on custody and court</p>	<p>1.4.24</p> <p>1.11.23</p>

**Key Improvement Area 4 – Reduce Number of First Time Entrants, ensuring fewer children and young people are brought into the YJ system.**

<b>4</b>	<b>Improvements to youth justice services and outcomes for children needed</b>	<b>How will this be delivered</b>	<b>Benefits delivered and success indicator</b>	<b>What support is needed to improve? INC sector support.</b>	<b>Who</b>	<b>By When</b>
<b>i</b>	Reduce FTE into YJ system in Derby City	Draw together an overarching Prevention and Diversion strategy to INC: OOC disposals clinic, Early Triage, Turnaround, locality model of working, scrutiny arrangements, links with Social Care front door	Clear understanding of Prevention and Diversion pathway across the service and partners/key stakeholders  Success indicated by written strategy being in place	No specific support required  Derbyshire Constabulary  Community Safety and Integration Service	DHOS	30.9.23
<b>ii</b>	Children at highest risk of entry to the youth justice system are targeted for support	Deliver targeted prevention clinic at Junior PRU and feeder schools to Secondary Schools in Derby with highest numbers of children known to the service using Insight led Council	Children and families can access support at an earlier stage before risks of onset of criminality  Success indicator via clinics being in place and short, sharp prevention interventions being delivered	PRU Head Teachers Support from partners so children can access commissioned prevention activity broader than YOS offer  HOS Inclusion Services (Derby City Council)	Team Manager (Prevention lead)  DHOS	5.7.23 and 5.9.23
<b>iii</b>	Increase staff resource involved in prevention and diversion	RE-allocate post court case load from X 2 FTE Assistant Responsible Officer (ARO) to Case Management Team and focus ARO work on	Better opportunity to execute actions in this plan pertaining to prevention and diversion and reducing disproportionality  More children will be able to access earlier help	No other sector led support required	DHOS  Team Manager (Prevention lead)	1.7.23



4	Improvements to youth justice services and outcomes for children needed	How will this be delivered	Benefits delivered and success indicator	What support is needed to improve? INC sector support.	Who	By When
		prevention and diversion	Success indicated by execution of actions in this plan pertaining to prevention and diversion and reducing disproportionality			
iv	More children can access early offers of support	Work with defence community to encourage more children to accept responsibility for behaviours (where appropriate)	Increased options for children to access early help offers  Success indicator via completion of work with defence community and trend data on outcomes in Police custody suite	Defence community CPS Derbyshire Constabulary	Team Manager (Prevention and diversion lead)	1.12.23
v	Children access early help at first point of need	Implement Immediate Justice (IJ) pathway	Children access restorative interventions or early help as part of Derbyshire trailblazer  Success via IJ pathway integrated into prevention and diversion policy/ASB escalation process to ensure cohesion, clarity and children can access early triage where needed	Derbyshire Constabulary Community Safety and Integration Team Commissioned providers	DHOS  Team Manager with lead on prevention and diversion	1.9.23

**Key Improvement Area 5 – Address Disproportionality ensuring services and systems prevent disparity of treatment and outcome for Global Majority groups.**

5	Improvements to youth justice services and outcomes for children needed	How will this be delivered	Benefits delivered and success indicator	What support is needed to improve? INC sector support.	Who	By When
i	Reduce Black and Mixed Heritage overrepresentation in YJ system locally	Increase use of early help offers for Global Majority children through prevention and diversion work	<p>This could help prevent serious incidents, and reduce disproportionality figures</p> <p>Success indicated by way of reduced disproportionality in SIA 23-24 and clear process developed for offering prevention services to children from Global Majority backgrounds</p>	<p>Derbyshire Constabulary to work with the service to embed prevention and diversion processes</p> <p>YJPB to scrutinise impact</p>	<p>DHOS</p> <p>Derbyshire Constabulary</p> <p>YJPB</p>	31.1.24
ii	Reduce Black and Mixed Heritage overrepresentation in YJ system locally	Develop pledge led by Criminal Justice Board for improving outcomes for Black and Mixed Heritage boys, using data from individual services that identifies disproportionality and develop action plan to address issues highlighted in data sets	<p>Singular vision across youth justice leaders in the city and supporting actions</p> <p>Success indicated by vision being developed and actions in place</p>	<p>Criminal Justice Board disproportionality subgroup members will have a role to play in this</p> <p>Criminal Justice Board members (where issues of escalation are needed from sub-group)</p>	CJB	1.10.23
iii	Pursue potential use of Outcome 22 as a further way of offering early help to children from Global	Pursue outcome of Outcome 22 review by Derbyshire Constabulary to assess whether this can be used going forward as a	<p>Offer of early help intervention for children who might otherwise not receive this</p> <p>Success indicated by way of Outcome 22 being used and</p>	Need to understand outcome of review from Derbyshire Constabulary and how we can utilise Outcome 22	<p>DHOS</p> <p>Derbyshire Constabulary</p>	1.12.23

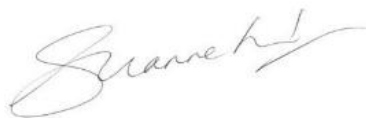
5	Improvements to youth justice services and outcomes for children needed	How will this be delivered	Benefits delivered and success indicator	What support is needed to improve? INC sector support.	Who	By When
	Majority backgrounds	preventative tool for children from Global Majority backgrounds	increased numbers of children from Global Majority backgrounds accessing early help interventions		YOS operational Team Manager with lead on prevention	
iv	Ensure children's voice and lived experience is informing how we deliver services to them	Survey will be completed with Black and Mixed Heritage boys on the services they receive to consider child's experience	We better understand child's world/experience and use this to better inform delivery of services	No other sector resources needed	YOS management team  YOS practitioners	1.8.23
v	Ensure families have voice and understanding in key youth justice processes	Ensure families where EAL have translator to explain key documents to them such as Pre-Sentence Reports	All families are provided opportunity to understand and engage with professional reports	Commissioning (already in place) for translation services	YOS management team  YOS practitioners	From 1.7.23
vi	Ensure community groups supporting Global Majority children and families understand YOS offer	Meet with community groups supporting Global Majority children and families to ensure they understand prevention/early help and diversion	More children and families from Global Majority backgrounds understand the offer and how to access this, increasing engagement at early help levels and reducing disproportionality at higher tier level of service	Support and engagement from the Community, and Voluntary sector	HOS  YOS management team	From 1.7.23

5	Improvements to youth justice services and outcomes for children needed	How will this be delivered	Benefits delivered and success indicator	What support is needed to improve? INC sector support.	Who	By When
		opportunities across the city			YOS practitioners	
vii	Reduce LAC overrepresentation	Quarterly real time review of outcomes for Looked After Children	<p>We will understand where decisions are made not in children's best interests or in line with CONCORDAT</p> <p>We will ensure there is a consistent approach to dealing with lower-level behaviours to prevent unnecessary criminalisation</p>	We will require the support of Derbyshire Constabulary and DCC Residential Homes Managers	<p>HOS</p> <p>Derbyshire Constabulary</p> <p>DCC Residential Homes Managers</p>	1.11.23

**Key Improvement Area 6 – Assess and manage risks associated with harm to others and safety/well-being to reduce risk associated with serious youth violence and child risk of exploitation**

6	Improvements to youth justice services and outcomes for children needed	How will this be delivered	Benefits delivered and success indicator	What support is needed to improve? INC sector support	Who	By When
i	Ensure children at risk of committing violent offences have appropriate support either to minimise the probability of committing an offence or re-offending	Engagement by the service in the Serious Violence strategy and tasking group	<p>Improved join up and integration between agencies tasked with reducing serious violence</p> <p>Better understanding of real time intelligence to inform risk planning</p> <p>Success indicated by YOS being part of tasking group</p> <p>Better quality risk assessments</p>	All partners leading the serious violence agenda across Derbyshire	HOS  Team manager with lead on serious youth violence	1.9.23
ii	Children access wider risk of exploitation offer, reducing risks associated with serious youth violence at a later date	Embed Youth Crime Prevention officers in city wide CRE prevention team (Early Help)	Broader support offer linked to locality Early Help offer	Support from Early Help services (Derby City Council)	DHOS Team Manager with lead on prevention and diversion	1.8.23

## Approval and Sign Off

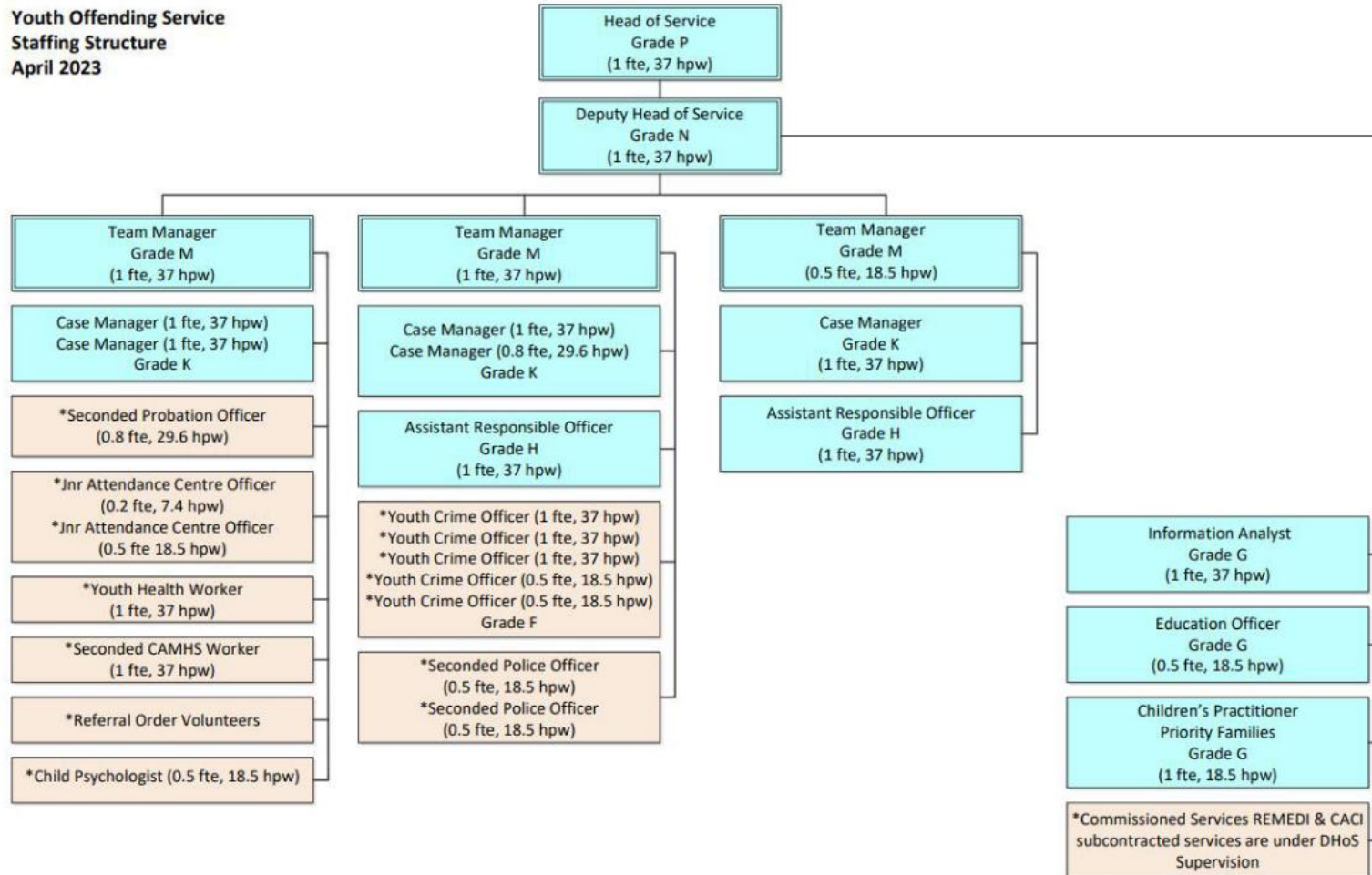
Signature	
Name	Suanne Lim
Designation	Service Director Early Help and Children's Social Care, and Chair of Derby City Youth Justice Partnership Board
Date	29 June 2023





## Appendix 1

### Youth Offending Service Staffing Structure April 2023



\* indicates staff who are either seconded; funded by ring-fenced grant arrangements/matched funded arrangements; volunteers or work on a sessional basis to meet the needs of the service.

## Appendix 2

### YOS staffing by contract type

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	Referral Order Panel Volunteer	Other Volunteer	Total
Permanent		2	1	2	1	2	3	1			0	0	12
Fixed-term					1	3					0	0	4
Outsourced											0	0	0
Temporary									1		0	0	1
Vacant					2	1					0	0	3
Seconded Children's Services					1	5					0	0	6
Seconded Probation					1						0	0	1
Seconded Police					1						0	0	1
Seconded Health (Substance misuse)											0	0	0
Seconded Health (Mental health)					1	2					0	0	3
Seconded Health (Physical health)											0	0	0
Seconded Health (Speech/language)											0	0	0
Other/Unspecified Seconded Health											0	0	0
Seconded Education											0	0	0
Seconded Connexions											0	0	0
Seconded Other						1					0	0	1
<b>Total</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>8</b>	<b>14</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32</b>
Disabled (self-classified)	0	0	0	0	0	1	0	0	0	0	0	0	1

## Appendix 3

### YOS staffing by gender and ethnicity

Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Referral Order Panel Volunteer		Other Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Asian					1	1											1	1
Black						3											0	3
Mixed						2											0	2
White	2		1	2	4	8	1	3	1								9	13
Any other ethnic group																	0	0
Not known																	0	0
<b>Total</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>14</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>19</b>
* Welsh Speakers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

\* Welsh YOTs only