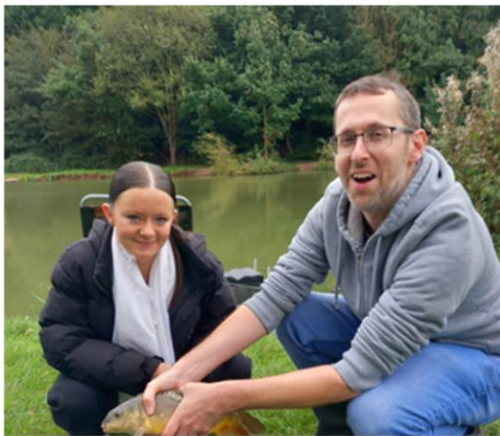


## Derby City Council Youth Justice Service Youth Justice Plan 2024-25



Version	1.0
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## Introduction

As chair of Derby City's Youth Justice Partnership Board, I am pleased to set out our annual plan for 2024-2025. The Plan highlights core achievements over the past year, which have been achieved despite an ongoing challenging national and local budgetary context for Local Authorities, which reiterates the need for ever stronger intra/inter-agency collaboration towards achieving strategic and operational aims.

Operational delivery and Boards continue and develop using insight from the voice of our children and families, staff resources and data to inform policy and practice, including the content of this plan, which was co-produced with Youth Justice Partnership Board members to ensure strategic ownership and governance of the plan.

The Service has revised its name to a Youth Justice Service (YJS) to reflect the Child First strategic vision of the Youth Justice Board and has revised titles of key personnel based on staff and children and young people's views to ensure this promotes engagement of children and young people.

The service continues to demonstrate impressive performance against key metrics (improving First Time entrant rate, consistent re-offending data and reducing custody rates) and continues to lead overarching multi-agency strategic work to address disproportionality with Derbyshire Criminal Justice Board and have presented our successes at national level, including the Turnaround national event.

Board membership has been engaged and ensured youth justice has remained on the agenda locally and members participated in a board member morning with service personnel and children and young people in January 2023, meeting three young people who have turned their lives 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 what we see as a crucial set of priorities to achieve best outcomes for children and families.



A handwritten signature in blue ink that reads "Suanne Lim".

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



## Local context

The population of Derby is younger, more diverse, and deprived than the England average. Derby has a total resident population of 263,490 people based on the 2021 Census Day population figures (2022 mid-year estimates). There are 32,157 children aged 0-9 and a further 34,127 children aged 10-19. [Population and household estimates, England and Wales – Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/population-and-household-estimates-england-and-wales)

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 \(ons.gov.uk\)](https://ons.gov.uk/population-and-household-estimates-england-and-wales)

The difference in life expectancy between the most and least deprived areas of Derby was 11.1 years for males and 10.9 years for females. <https://fingertips.phe.org.uk/>. These figures are from 2018-2020 data sources.

The National Child Measurement Program (NCMP) data shows that in 2020/21-2022/23, 21% of reception-aged children (those aged 4 & 5) in Derby were overweight or obese. 40.3% of children in school year 6 in Derby were overweight or obese. <https://digital.nhs.uk/services/national-child-measurement-programme/>

In 2021, there were 77 conceptions in under 18s in Derby a rate of 16.8 per 1,000 women aged 15-17. This is higher than the rate for England 13.1 per 1,000 women aged 15-17).

[Office for National Statistics \(ONS\), Conception Statistics](https://ons.gov.uk/conception-statistics)

In Derby, the rate of hospital admissions for self-harm in 2022/23 saw a rate of 251.4 per 100,000 people aged 10-24. [Public health profiles – OHID \(phe.org.uk\)](https://phe.org.uk/public-health-profiles)

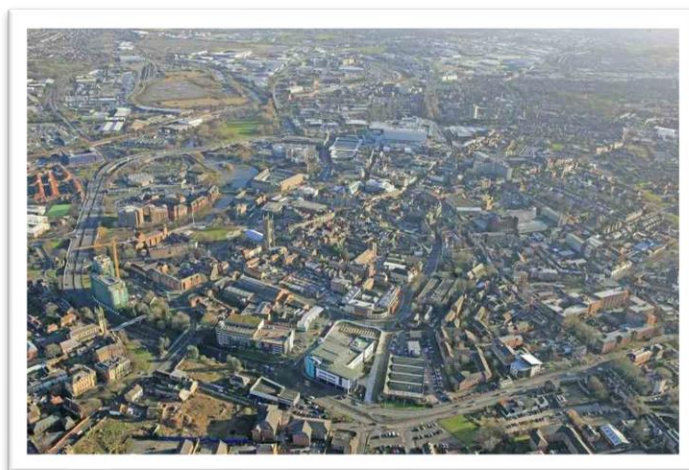
In Derby, the rate of 16/17-year olds not in education, employment or training is now below that seen for England and the rates are still decreasing in Derby. In 2022/23, 269 children 4.3% were classified as NEET. <https://www.gov.uk/government/publications/neet-and-participation-local-authority-figures>. The current rate in England is 5.2%.

In 2021/22, 17,604 (33.7%) of children in Derby lived in relative low-income families.

[Public health profiles – OHID \(phe.org.uk\)](https://phe.org.uk/public-health-profiles)

Derby has a rate of looked after children of 101 per 10,000, which is higher than the average national rate of 71 per 10,000. Derby has a rate of children subject to a child protection plan of 40 per 10,000, whilst the national comparison is 43 per 10,000.

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



## Vision & Strategy

Derby Youth Justice Service vision is 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”.

This Plan covers how the service has and will continue to deliver its visions and strategy. It will be reviewed in year, by the Services’ management team to ensure drive, grip, and progress against the service development plan.

Derby YJS complete annual Strategic Intelligence Assessments (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. It is shared with the YJS staff group and discussed at Youth Justice Partnership Boards (YJPB) to ensure overlap with partner priorities in relation to how we meet children’s needs in the forthcoming year.

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

Strategically, we will continue to address the ongoing challenge of reducing first-time entrants into the Youth Justice (YJ) system through our established Prevention and Diversion arrangements, whilst working through the last year of Turnaround funded activity and developing an exit strategy for this.

We will continue prevention and diversion activity work with schools in partnership with the Serious Violence Board for Derby and Derbyshire alongside partners and key stakeholders to ensure a coordinated approach to prevention and diversion work at the earliest possible point where intervention can make a significant difference in children’s lives.

We will build on our relational work with children and families by developing our range of interventions to ensure they reflect children and young people’s lived experience through use of techniques such as virtual reality to help maintain our strong re-offending metrics.

We will use our new KPI set to prioritise service development in the right areas, at the right time.

We will work with key stakeholders and partners to ensure staffing resource reflect the needs of our children and young people, considering interventions provided by the service to ensure we have the right balance of staff with the right skills in the right areas.

These strategic approaches will help address the needs of children at the earliest point whilst reserving statutory and intensive interventions for children where unmet need has led to more serious offending behaviour and requires a more robust response.





We have seen a significant reduction in secure remands in the last 12 months and have not seen the levels of serious violence observed immediately post pandemic.

However, we can never be complacent, hence our continued partnership with Derby and Derbyshire Serious Violence Board, engagement with MAPPA and the Youth Justice Board Serious Incidents processes.

We will continue our trauma-informed work by utilising our Speech and Language Therapy team in other areas that effect children's lives such as residential homes and Police custody suites to help key strategic partners develop their approach to working with children who have experienced trauma.

Our CONCORDAT arrangements in Derby are embedded and the protocol has been reviewed this year and we have developed a training podcast to ensure the message around non criminalisation of Looked After Children is shared across the partnership systematically.

## Governance, Leadership & Partnership Arrangements

### Strategic

Derby YJS is located in the People's Directorate of Derby City Council and forms part of Early Help and Children's Social Care. One Service Director oversees all Children's services arrangements and governance oversight is provided by a multi-agency YJPB which meets four times annually, chaired by the Service Director for Early Help and Children's Social Care. The YJPB has high level partnership representation and good working relationships 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, including the Office of the Police and Crime Commissioner for Derbyshire (OPCC), the Youth Justice Board, 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.



Robust Board arrangements allow the YJS to overcome barriers to effective multi-agency working and ensure partner agencies make meaningful contributions towards delivery against key youth justice outcomes. Examples include financial support for commissioning bespoke services for children from the Community Safety and Integration Team and match funding for key personnel such as Youth Crime Prevention Workers and Speech and Language Therapists from the OPCC.

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 YJS Head of Service).

The Board is sighted on key arrangements in 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.



Locally, the YJS is represented within several key partnerships and forums. The Director of People's Services and other YJS 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 YJPB (and sign off from full 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

The YJS works with a range of partner agencies and YJ plan priorities are reflective of 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 YJS is represented on Derbyshire Criminal Justice Board (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.

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 and supports strategic thinking regarding tackling community safety issues.

Derby YJS 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 operationally, and strategically.

Line management through the YJS ensures strong linkage with Children's Social Care, as the Head of Service (HoS) has responsibility for Children with Disabilities, Leaving Care and Children in Care Services and has close working relationship with other HoS in Children's services.

Derbyshire Constabulary has a Child at Risk of Exploitation strategy in place, which integrates the Forces Serious and Organised Crime and Exploitation Teams to ensure functions pertaining to support of children at risk or involved in exploitative relationships and disrupting perpetrators of exploitation are working collaboratively with partners across Derbyshire. A three-tier strategy is in place with the chair of the YJPB sitting on a strategic group and YJS managers attending a tactical group, which provides insight to people and places pertaining to risks around exploitation.

Serious incidents are reported to the YJPB and Derby and Derbyshire Safeguarding Children's Partnership Board (where related to safety and well-being). 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.

There are partnership arrangements in place with the voluntary and community sector through the YMCA now being part of the Youth Justice Partnership Board, which covers post 16 Education matters and linkages into the Youth Alliance, which is a collective of local community and voluntary sector organisations who provide services for children, young people, and families.



The service makes referrals to Youth Alliance organisations for bespoke support which includes mentoring, place-based activity, specialist work with Roma families, or children at risk of exploitation.

## Operational

Operationally, the YJS has a management team made up of a HoS, who reports to the Service Director for Early Help and Children's Social Care, a Principal Service Manager and 2.5 FTE Service Managers.

The service has an Information Analyst, who ensures timely submission of data, compliance with secure estate placement information and completion of KPI and National Standards audits.

The service has 4.8 FTE Youth Justice Social Workers who manage (predominantly) Post-Court cases, deliver Court services including duty court cover at weekends/Bank Holidays, and writes Court reports, amongst other activities. They are supported by a Seconded Probation Offender Manager, whose focus is on older children transitioning to the Probation service.

There are 2.0 FTE Youth Justice Workers who manage Diversion work to ensure capacity to meet our strategic priority to increase pre court diversionary work.

The Service has a Health Team to ensure practitioners have a clear map of how children can access the right health service(s) at the right time. This includes:

- Criminal Justice Liaison and Diversion Team (based in Police custody suite)
- 1.0 FTE CAMHS Officer
- 0.5 FTE Clinical Psychology
- 0.6 FTE Speech and Language Therapy support

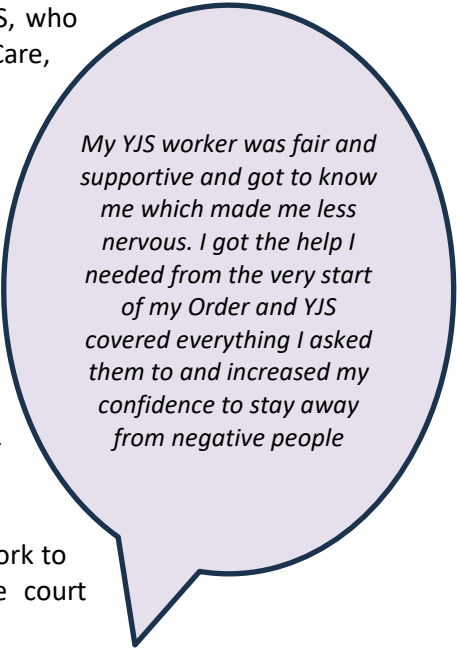
The Service's Strategic Lead for Health meets the YJS Health Team quarterly to ensure data is collated and informs reports scrutinised by the Youth Justice Partnership Board. These reports ensure members are sighted on health delivery across the Service.

The Service has two part-time Seconded Police Officers 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.

Our Education Officer has partnership links with Schools and attends Derby's 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 OPCC prioritise funding for Targeted Early Help Services to ensure we identify and provide 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 is in the process of recruiting a 1.0 FTE Children's Practitioner who will work with



*My YJS worker was fair and supportive and got to know me which made me less nervous. I got the help I needed from the very start of my Order and YJS covered everything I asked them to and increased my confidence to stay away from negative people*





a designated set of families subject to intervention and who meet national 'Supporting Families' criteria. Management of Parenting Orders has transferred to the responsibility of Youth Justice Social Workers within the service. The YJS will refer to Targeted Early Help services 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 2.5 FTE Children's Practitioners based in our Targeted Early Help services who deliver interventions for children and families who meet the Turnaround eligibility criteria.

The Junior Attendance Centre is coordinated and overseen by an operational manager and augmented by 2 mentors. The team continue to ensure delivery of the BEST programme to maintain a focus on EET and have developed a therapeutic mentoring approach.

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 North-West (CANW) under contract with Derbyshire Police and overseen by the YJS' Principal Service Manager 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 facilitating completion of Reparation Activity that is mandated for virtually all Community Court Disposals. In addition, the service provides a full-time Victim Liaison Officer to provide victim-facing services and ensure the service remain compliant with the Victim Code of Practice.

The Service has continued to develop relationships with organisations responsible for secure accommodation by way of 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 through an Operational Manager and Court Officer leading on custody and resettlement cases and having a dedicated link at our local facility; HM YOI Werrington.

## Progress on previous plan

### Progress on priorities in previous plan

#### Action 1 – Inspection readiness

- 1. Broader scrutiny/deep dive activity to robustly check work is meeting inspection quality standards** Achieved through completion of Standards audits, HMIP Style Case Audits completed by Service Managers (SM), HMIP Benchmarking activity with Southampton and Plymouth YJS' and bi-annual reviews of Derby YJS against the DCC Inspection Readiness Framework
- 2. Re-branding of the service to reflect current ethos and practice** Achieved with all practitioner titles, service -name and service logo all updated following consultation with children, young people, and practitioners.



3. **Service developments based on a broad range of ideas, experiences, and views** Achieved through extensive consultation activities undertaken with children, young people, and practitioners with feedback factoring directly into Derby YJS' Youth Justice Plan 2024-25.

#### **Action 2 – Fewer children and young people re-offend**

1. **The Service understands the landscape regarding education arrangements for children open to the service** Achieved – Derby YJS tracks all children for Elective Home Education, Part-time timetables and exclusions to target individual interventions for children and young people and strategic activity to ensure education becomes a desistance factor for children, including: improved connectivity with all Pupil Referral Units & Schools with higher exclusion rates and attendance by senior managers at Primary & Secondary strategic Headteacher groups.
2. **Key interventions and templates are child first in design/delivery** Achieved through collaboration with Speech and Language Therapists embedded in Derby YJS to review key document (e.g. Pre-Sentence Report/Police Custody Suite leaflet) and new resources have been created (Court Communication Passport), ensuring they are Child-First in design and accessible to children.
3. **Children's voice informs service developments** Achieved through consultation with children and young people who are Derby YJS service experienced. Activities have included; focus groups (including as part of Derby YJPB Open Morning and consultations to agree new service name, logo, and practitioner role titles) and supporting children to become members of local advisory panels and boards, including the Police Youth Scrutiny Board & the new Black Youth Independent Advisory Group.
4. **Exit children from formal youth justice system at earliest appropriate point** Achieved through redesign of Derby YJS' Prevention & Diversion pathway (helping improve FTE performance) and diverting cases appropriate for Out of Court Disposals away from Court and into Derby YJS' Prevention & Diversion Panel. Derby YJS continue pursuit of early revocation of Court Orders where appropriate with several successes in 2023-24.
5. **Improved emotional health for children** Achieved through continued provision of Derby YJS' Health Pathway offering access to CAMHS Nurse, SALT therapist, Clinical Psychologist, provision of staff training and professional consultation in particularly complex case work. Derby YJS have 2 Therapeutic mentors who deliver activities designed to promote emotional health and wellbeing, such as activities in nature, sporting activities and mentoring.

#### **Action 3 – Fewer children and young people in custody**

1. **Informed proposals to Court to provide reassurance that risk can be managed safely in the community** Achieved through reviewing Pre-Sentence Reports and delivering training to all YJS Practitioners on Court Report completion, resulting in strong congruence performance. The quality of Derby YJS Court Reports has been praised in open court and court report practice in Derby YJS has been recognised by the most senior District Judge attending to Derby Youth Court.
2. **Investigate post release support for children at risk of secure remand** Achieved following the HMIP Thematic Inspection of Derby YJS Bail and Remand arrangements in 2023. A robust post-acquittal/post-release from Remand approach has been developed for all children and young people who would otherwise exit Derby YJS supervision at the point of exiting custody.



#### **Action 4 – Reduce the number of first time entrants**

1. **Reduce FTE into YJ system in Derby City** Achieved with continued reductions and Derby YJS will continue to work to further reduce the FTE rate. Derby YJS can evidence a reduction of 67% in FTE between Q1 (18 FTE) and Q4 2023-24 (6 FTE) that has coincided with strategic work to target a reduction in FTE rate.
2. **Children at highest risk of entry to the youth justice system are targeted for support** Achieved through the creation of the CRE Prevention team that targets children vulnerable to exploitation, early prevention activity being delivered in schools in collaboration with Police and commissioned service Safe and Sound and targeted prevention through referrals for direct work through school referrals and the Turnaround Programme being embedded early.
3. **Increase staff resource involved in prevention and diversion** Achieved through ensuring Youth Justice Workers caseloads are children and young people with diversion outcomes.
4. **More children can access early offers of support** Achieved through early and targeted prevention work delivered in schools, engaging children that the Police NFA through Turnaround and identification of children that would benefit from Restorative Mentoring and Immediate Justice intervention at the Derby YJS Prevention & Diversion Panel as part of the city's integrated prevention approach outlined within the Serious Violence strategy.

#### **Action 5 – Address Disproportionality**

1. **Increased use of early help offers for Global Majority children through prevention and diversion work.** In 2023-24, 7 children were supervised under Youth Conditional Cautions and 32 under other non-FTE Diversion interventions (out of 84 children overall), demonstrating children in the Global Majority were slightly overrepresented in the Diversion cohort (36% of the 10-17 age population of Derby and 38% of all children receiving a Diversion outcome from Derby YJS)
2. **Pursue potential use of Outcome 22 as a further way of offering early help to children from Global Majority backgrounds** Achieved and this is business as usual through the Derby YJS Prevention & Diversion Panel.
3. **Ensure children's voice and lived experience is informing how we deliver services to them** Achieved through completion of a Global Majority Survey with children and delivery of focus groups to understand experiences of children, which are captured throughout this plan.
4. **Ensure families have voice and understanding in key youth justice processes** Achieved through provision of leaflets (ratified by Speech and Language Therapists) to children and families about Court Orders they were made subject to. Children and families have also been consulted on the nature of outdoor activities to be provided by the Derby YJS Therapeutic Mentors.
5. **Reduce LAC overrepresentation** Achieved through the refresh of the Child in Care Concordat, with a report completed in November 2023 evidencing significant reductions on the number of police call outs and charges raised against LAC in Derby. Youth Crime Prevention Workers are now linked in with all DCC Children's Homes to offer ongoing support.



## **Action 6 – Assess and manage risks associated with harm to others and safety/well being**

- 1. Ensure children at risk of committing violent offences have appropriate support either to minimise the probability of committing an offence or re-offending** Achieved through coordinating targeted prevention activities delivered by Derby YJS with Immediate Justice, Restorative Mentoring and School Active Bystander Intervention Training through the Prevention & Diversion Panel. Derby YJS led on synchronising Social Care safeguarding meetings with Derby YJS' Risk and Safety Meetings, ensuring no duplication and all involved professionals work collaboratively on shared plans.
- 2. Children access wider risk of exploitation offer, reducing risks associated with serious youth violence at a later date** Achieved through embedding Youth Crime Prevention Workers in Targeted Early Help CRE Team, ensuring clear process of allocation for YCPWs to work directly with exploited children for purpose of preventing offending behaviour. Derby YJS purchase specific interventions from Remedi to mitigate risks posed by County Lines exploitation and can refer any child open to Derby YJS for that work. Derby YJS prevention activities in schools will be developed further in 2024-25 to provide fast referral routes for schools for children they are concerned about, including where exploitation is a risk.

### **Ongoing tasks (YJ Plan 23-24)**

#### **Action 1 – Inspection readiness**

- 1. Service Level Agreements up to date and accurate** An SLA between Derby YJS and Derbyshire Probation Delivery Unit has been completed and signed off and creation of SLA with Derbyshire Police remains ongoing with work having commenced.
- 2. Embed new KPI set** Derby YJS have engaged directly with partners, Case Management System provider CACI and the YJB to progress this work significantly but there remain some areas in which KPI dashboard and data require greater consistency and further work will be needed in 2024-25 to fully embed the new KPI set, understand what this is telling us to inform service developments.

#### **Action 2 – Fewer children and young people re-offend**

- 1. Children have access to appropriate education arrangements** Work remains ongoing, Derby YJS have engaged directly with the Secondary Strategic Group and Secondary Heads Group to further this agenda.
- 2. Families have access to broader support** Work remains ongoing as we dynamically review our parenting and families offer as part of a wider offer across Derby, including Family Hubs, Early Help & Children's Social Care, community services amongst others.
- 3. Reduce risks associated with housing need** Work will continue into 2024-25 alongside the Derby YJS offer to parents and families (above paragraph) with an aim to develop links to Derby Homes and other housing providers.

#### **Action 3 – Fewer children and young people in custody**

- 1. Reinvigorate ISS offer** Requires further work, although significant progress has been made through review of Derby YJS PSRs and supporting ISS documentation that Youth Court Users have fed back are progressive and useful. Further work in 2024-25 will be required to ensure consistent use of the supporting documentation.



## Action 4 – Reduce the number of first time entrants

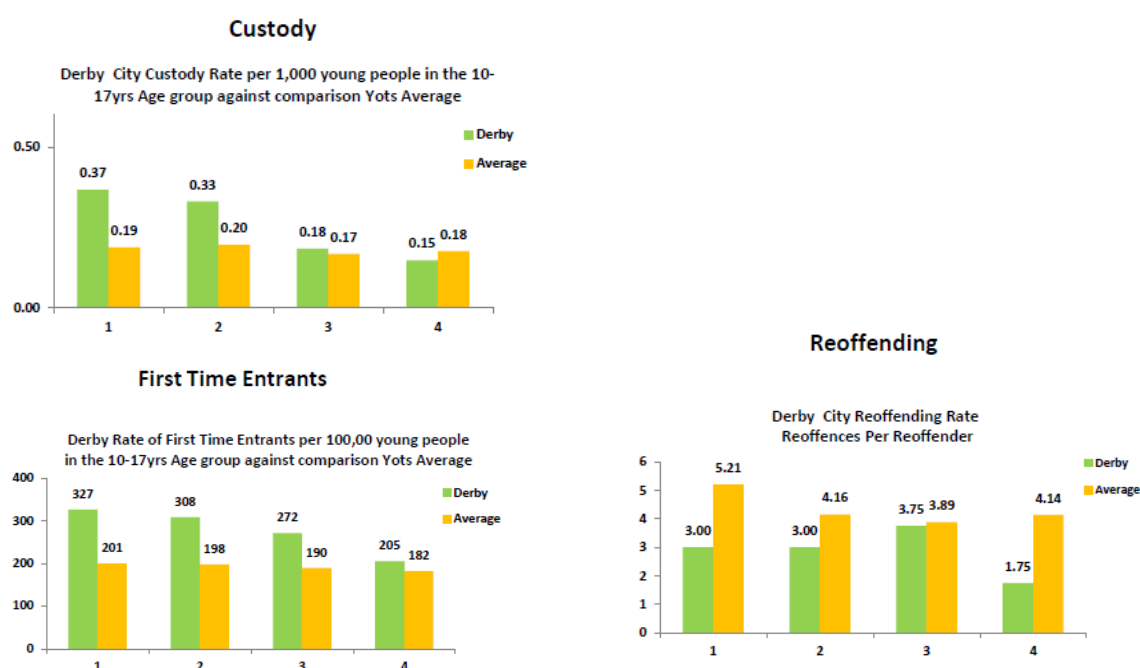
2. **Children access early help at first point of need** Remains work in progress as Derby YJS are realigning prevention activities that best meets the needs of children referred from schools, social care, police, other YJS Practitioner and managers, and other partners. This work is scheduled for 2024-25.

## Action 5 – Address Disproportionality

1. **Increased use of early help offers for Global Majority children through prevention and diversion work** This will be tracked for Prevention interventions in 2024-25.
2. **Develop pledge led by Criminal Justice Board for improving outcomes for Black and Mixed Heritage boys** Ongoing, with plan for this to become YJPB pledge as opposed to broader Criminal Justice Board pledge.
3. **Ensure community groups supporting Global Majority children and families understand YJS offer** Ongoing and will be moved onto the 2024-25 Youth Justice Plan.

## Performance over the previous year

### YJB Key Performance Indicators (KPI)



Derby YJS has made significant positive developments in all 3 KPI measures across 2023-24; reducing our Custody rate below the comparator average for the first time; significantly closing the gap to the comparator average in FTE rate; and significantly outstripping the comparator average in Reoffending Rate. How the service has achieved the performance improvements or sustained already good performance is covered throughout this plan.





## Risks and issues

The landscape for youth justice services remains challenging locally, however, there are strong local multi-partner arrangements at the strategic level principally through the Derbyshire Criminal Justice Board, MAPPA SMB, 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 utilises insight on a systematic basis, starting with an annual SIA to inform plans at the close of each financial year, allowing themes and patterns around risk and need to be identified. This is augmented by insight in our QA and Performance Management meetings to ensure whole management team understanding of what insight is telling us and action needed to address this. Risks at the present time include:

### **Reduced and time limited funding**

A current risk is Local Authority and partner budgetary challenges, which have led to staffing reductions and whilst the service continues to deliver a good quality service to children, young people and families, there are not economies of scale to withstand significant further reductions in staffing resource.

The service's integration with Targeted Early Help and Children's Social Care however allows access to parenting and other family support services and there are strong partner relationships through the partnership board and operationally to utilise funding streams to develop resources within the service as evidenced throughout this plan.

Staff well-being is therefore central to recruiting and retaining good quality staff, alongside maintaining staff well-being, which can lead to low sickness levels (which have been seen over 2023-2024). This has been supported by the Services Clinical Psychologist and a broader well-being approach across Targeted Early Help and Children's Social Care.

There is also risk associated with fixed term funding for certain roles in the service, including staff resources for the Turnaround programme, speech and language therapy, and Youth Crime Prevention Workers. Turnaround is covered in the paragraph below, and regarding speech and language therapy and youth crime prevention, discussions will be taken forward with the OPCC in relation to continued funding of these roles following the PCC elections in May 2024.

There is also reliance on one individual within the Information Analyst space within YJS. Discussions have commenced between the HoS for YJS and Performance and Insight to identify contingency plans to ensure statutory returns can be completed accurately and in a timely way should there be any absence or change within the Information Analyst role.

### **OPCC elections**

Will take place in May 2024 and dependent upon the outcome and the priorities for PCC's following elections, there is a risk youth justice may fall off the agenda. Therefore, continued good partnership relationships between the YJS and OPCC to ensure children's needs continue to be prioritised will be essential.

### **Turnaround programme**

The Ministry of Justice announced in early 2024 that Turnaround funding would not continue after March 2025. This will leave a gap in resources for the YJS to deliver early help support to children and



young people. There are several risks, including the number of First-Time Entrants increasing and risk to staff roles (as staff have been recruited on a fixed term basis due to the fixed term funding for Turnaround from the Ministry of Justice).

The15 service has a Turnaround task and finish group in place, including YJS managers, finance colleagues, managers in Targeted Early Help, alongside Information Analysts. The group and senior managers in the YJS will work together to identify an exit plan, considering whether work can be absorbed into existing roles within the YJS and Targeted Early Help.

### **Cost of Living Crisis**

The cost-of-living crisis continues to hit those already struggling financially and given the strong evidential links between poverty and crime, this could increase numbers of families encountering the criminal justice system. This could increase YJS caseloads, impacting on quality of direct work with children as caseloads grow.

However, during the 2023-24 financial year there were 176 post court interventions open to the YJS, compared with 217 in the same period the previous year, (decrease of 19%). During the 2023-24 financial year there have been 131 young people open to the Derby City Youth Justice Service post court compared with 175 in 2022-23 (-25%).

During the past 12 months there have been 46 Prevention Interventions, compares with 90 (-49%) in the same period last year and 55 offences that resulted in a Youth Restorative Disposal compared with 107 (-49%) the previous year.

However, between 1 April 2023 and 31 March 2024 there were 84 other Out of Court (Diversionary) interventions and since the start of the Turnaround programme 93 young people offered the program with 42 closures during the period; demonstrating a broader range of out of court disposals being utilised in Derby which are diversionary in nature and incorporated into our Prevention and Diversion strategy. This increases opportunities for out of court disposals for children, reduces the number of first-time entrants into the system and demonstrates the impact of early help work on reducing demand in the post court space.

Our plan to work with schools to identify children at risk of offending at an early age and stage and families who are struggling and can be referred to our Targeted Early Help services, will help mitigate some of these risks.

Derby also has Family Hub funding in place 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.

### **Serious Youth Violence and Knife Crime**

Serious youth violence remains a challenge for services located in urban environments. This plan has covered the issues we have seen regarding serious youth violence and knife crime and the partnerships approach to addressing this is contained in both the narrative and service development plan.

In the past year, our SIA demonstrates that higher gravity violent offences remain low but other high tariff offending such as drug supply is increasing, which is a concern given its association with behaviours that could lead to serious youth violence.



## Plan for the forthcoming year

### Child First

The Child First strategic philosophy underpins all work completed by Derby YJS, which is evidenced throughout this plan. This section summarises how Derby YJS deliver Child First practice and how feedback gathered from children and young people in 2023-24 has shaped Derby YJS service-delivery.

#### Overview of ways Derby YJS deliver Child First tenets:

#### **As Children – Prioritise the best interests of children and recognise their particular needs, capacities, rights and potential:**

- All children receive a holistic assessment, utilising self-assessments and 'voice of the child' tools and resources, which are reviewed by the Speech and Language Therapy (SALT) team.
- Practitioners are trained by the SALT team regarding communication with children.
- An Education Officer works with children and families and within school systems to promote children's rights and fair access to education.
- A Clinical Psychologist and CAMHS Nurse screen all children for emotional and mental health needs and prior health service engagement and deliver staff training and consultations.
- Derby YJS actively seek children's views in numerous ways (see Voice of the Child Section).

*Having the space to discuss and reflect on my offence, and to be listened to, during my reparation has helped me not want to make the same mistake twice and to find new things I can do well.*

(A child receiving support from Derby YJS)

#### **Building Pro-Social Identity – Promote children's individual strengths and capacities to develop their pro social identity for sustainable desistance:**

- Derby YJS deliver group activities for children in the community based on children and young people's interests.
- Derby YJS support children to access constructive activities in the community with charitable and other agencies (Pendragon 'Peaks Adventure Trek' and the Imbue Project).
- All Derby YJS intervention plans must include activity to improve school attendance.
- Children completing reparation activity are offered opportunities to complete AQA qualifications.



## **Collaborating with Children – Encourage children’s active participation, engagement, and wider social inclusion:**

- All victims of youth crime are contacted by the Victim Liaison Officer to investigate Restorative Justice opportunities.
- Reparation is focused on providing positive opportunities for children to develop the skills and experience that facilitate pro-social identity and social inclusion through meaningful work.
- All Intervention plans must be coproduced with, and signed off by, the child.

## **Diverting from stigma – Promote a childhood removed from the justice system:**

- Derby YJS deliver group-work in schools to raise awareness and build relationships in the community that facilitate children developing in a pro-social way.
- The Derby YJS Prevention & Diversion framework has achieved success in 2023-24 in reducing First Time Entrants into the formal YJ system (see Prevention & Diversion Sections).

## **Voice of the child**

The way Derby YJS capture and use the ‘Voice of the Child’ are indicated below, with selected findings from the 2023-24 business year.

### **Derby YJS End Questionnaire**

From voluntary exit questionnaires completed in 2023-24 positive key findings were:

- Children felt listened to and treated with respect by YJS Practitioner (100%)
- Children felt supported by their YJS Worker (100%), who was friendly (100%) and fair (97%)

Areas we want to improve in based on feedback include:

- Children felt their families were helped (77%) and Derby YJS couldn’t have helped them more (81%)
- Children felt their family was helped by Derby YJS (20/26 = 77%)

### **Derby YJS Focus Groups**

Derby YJS have delivered 3 focus groups with children under supervision in 2023-24, on the topics of; Stop & Search (in partnership with a Police Superintendent), Children’s Youth Justice experiences (in partnership with YJPB members) and on what works in youth rehabilitation.

Through the Stop and Search and YJ experiences focus groups, children openly shared their experiences and highly valued being listened to. Regarding youth rehabilitation, the following responses were provided by several children; ‘helping me with relationships’; ‘having someone on my side to look out for me’; ‘having someone to talk to’; ‘being able to get a job’.



## **Derby YJS Year-End Whole Service SMS consultation**

Derby YJS' Principal Service Manager annually contacts all children, parents and carers who have received a service from Derby YJS in the past year to ask; 'what have we done that helped you stay out of trouble?' and 'what could we do better to help people stay out of trouble?'

The top 3 responses from service users for the first question were; 'being there for me/being on my side' (31%); 'Increasing my confidence' (25%); 'helping my Mum/Dad/carers' (19%).

On the second question, the only response given more than once was, 'you did everything you could/you couldn't have done more'.

## **Derby YJS Themed Surveys**

Children identified as having an ethnicity other than 'White British' and receiving support from Derby YJS were invited to complete the 'Global Majority Survey' in November 2023, which covered a variety of topics, including interactions with Police, interactions with Derby YJS, experiences in school, community resources, microaggressions, bullying and discrimination and how services can improve.

The findings of the Survey were shared in full with Derbyshire Criminal Justice Board members through the CJB Disproportionality subgroup founded by DCJB and Derby YJS.

Key findings include:

- 11/21 children claimed they'd experienced negative interactions with Police.
- 9/21 children claimed to have experienced racial or ethnic discrimination in school.
- 20/21 children claimed to have had a positive experience of being supported by Derby YJS.

When asked what the biggest issue in the community for them was:

- 4/13 children said they thought police intimidation and racial abuse.
- 4/13 said the closure of sporting venues and youth clubs.
- 2/13 said not being taught social skills in school.

When asked what Police, YJS and education institutions could do to improve things for children in the Global Majority, the top 3 responses were:

- Learn from us and our experiences like this GM Survey
- Don't stop and search black and mixed heritage children without good reason (3/12)
- Focus on racism / actively talk about racism in your organisations (2/12)

## **Remedi Reparation Evaluation Forms**

All children completing a course of reparation or unpaid work activity with Derby YJS are given the opportunity to complete a Reparation Evaluation, in the last 12 months key feedback has been:

- 95% felt that they had given something back to the community
- 98% felt they better understood the impact of their offence
- 95% felt motivated not to offend.





## Remedi Victim Service & Restorative Justice Evaluation Forms

The findings for 2023-24 are presented in the 'Restorative Justice and Victims' section.

### Circulation of positive feedback received from service-users

All feedback (positive and negative) received by any member of Derby YJS in the course of their work are reported to the DCC Customer Insight Officer who circulates feedback with all Senior Managers in Peoples' Services and produces a Newsletter that is shared with Derby YJS staff. 0 complaints were received in 2023-24 and some of the compliments are included in this Plan.

### How Derby YJS have responded to what we have learned:

- Following our 'Stop and Search' focus group, the Police Superintendent took details from the children with a promise to investigate relevant bodycam footage. Children and young people responded they were surprised and impressed they were being taken seriously.
- Derby YJS have supported five children through the application, vetting and induction processes to become established in either the Independent Policy Scrutiny Panel or the Black Children Advisory Group.
- In response to findings that indicated that children value being consulted on their views, Derby YJS will develop and deliver Focus Groups throughout 2024-25.
- In response to findings children feel employment, education, and training (EET) are key to successful rehabilitation, Derby YJS are working with Targeted Early Help Services to ensure Connexions Personal Advisors are represented in our Custody Scrutiny panel.

*Thank you for helping me and being my voice in that meeting, I've literally only met you twice and you have done so much more to support my learning.*

(a child receiving support from Derby YJS)

## Resources and services

### Financial Contributions

The table below provides an overview of staffing and in-kind contributions made by local partners towards the draft YJS budget for 2024/25 based on YJB Grant Funding for 2023/24, as at the time of writing this plan, confirmation had yet to be received from the YJB on the YJ Grant for 2024/25.

These contributions are embellished by a contribution from the PCC for Derbyshire. Contributions are reviewed annually, and the budget is reviewed quarterly by the YJPB. 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: Staffing Costs at Derby Youth Justice Service*

Agency	Staffing costs	Payments in kind	Other delegated funds	Total
Police	119,986	0	4,470	124,456
Police & Crime Commissioner	50,666	0	0	50,666
Probation	49,929	0	403	50,332
Health	61,548	0	403	61,951
Local Authority	674,060	0	59,048	733,108
Welsh Government	0	0	0	0
YJB	334,946	0	157,723	492,669
Other	0	0	0	0
<b>Total</b>	<b>1,291,135</b>	<b>0</b>	<b>222,047</b>	<b>1,513,182</b>

Derby YJS has a history of fully adhering to grant conditions with timely submission of data to the YJB. 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 is also overseen operationally by the Head of Specialist Services.

We use our grant, partner contributions and available resources to deliver services described throughout this plan and believe they produce the benefits and outcomes set out in this plan. Our performance will be improved in 2024-25 by:

### **Re-offending**

We aim to maintain our re-offending performance to ensure we continue to outperform national and comparator averages by:

- Working with the Local Authority Education Department to ensure Derby YJS is engaged in the process for monitoring children subject to part time timetables when re-launched.
- Ensuring key interventions are child first in design/delivery by utilising new and innovative techniques (Virtual Reality) and embedding a My Life, My Journey life story approach based on children's voice/life journey.
- Completing a survey with girls in the youth justice system in Derby to understand their needs to inform service delivery and design.
- Ensuring we develop the Family Support offer for children and families at risk of or involved in offending behaviour including training in systemic approaches for Youth Justice practitioners.
- Ensuring the needs of children and victims are balanced to bring about reductions in harms caused by offending behaviour through working with commissioned services to increase direct reparative activity.



## **Custody**

We aim to reduce our custody rate to bring this in line with the comparator average:

- By embedding our ISS offer.
- Developing intervention programmes for children around high-risk offences such as possession and drug supply.
- Embedding all recommendations and learning from the HMIP remand and bail thematic.
- Reducing risks associated with custody due to non-compliance by ensuring all key documents reflect not only children's speech and language needs, but also cultural heritage to ensure clear messaging around compliance with statutory requirements.

## **FTE**

We aim to continue to reduce our rate of FTE to ensure parity with the comparator average by:

- Continuing school prevention work in a coordinated way in partnership with the Violence Reduction Unit, Derbyshire Constabulary, commissioned services, and Targeted Early Help.
- Continuing work with the defence community to encourage more children to accept responsibility for behaviours (where appropriate).
- Develop an exit plan for the Turnaround programme to ensure we continue to reach as many children and young people for out of court support as possible.
- Launch and embed the motoring programme for diversion cases with the CPS, HMCTS and Derbyshire Constabulary.

## **Board Development**

Derby YJS has continued to embed YJB guidance on YJ Service Governance and Leadership, including facilitation of an open session for YJPB members to meet YJS management and practitioners (January 2024). This included:

- Presentation on the work of several areas of the service, with a focus on prevention and diversion, including commissioned services delivering services to children and young people as part of the Serious Violence Strategy, Immediate Justice, and the Turnaround programme.
- A session where YJPB members met three children and young people to hear about their experiences being supported by YJS and what has helped them to turn their lives around.

This was based on a survey of board members to understand their main areas of interest.

The approach to facilitation of YJPB meetings focuses on time for discussion of key issues, this has involved having fewer and shorter narrative reports, which has engaged board members in challenge on what their organisation can bring to drive and improve youth justice practice in the local area from their service perspective. To help facilitate this, we continue to have 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.



Bulletins are provided by the Principal Service Manager to board members on plan progress and key developments in the service. Feedback from the board is provided to the service staff team by the Principal Service Manager ensuring key messages are shared to our staff group.

We also introduced views from the practitioner shop floor, which helped to highlight challenges in relation to frontline practice in court, which were taken away by the Boards court representative, helping the link between the operational team and Board members.

Derby City Council Internal Audit Team also completed an audit interview with the Principal Service Manager to test grip on the leadership, governance, and management arrangements for the YJPB.

In 2024-25, we aim to:

- Continue YJPB member open days, encouraging increased board member attendance.
- Develop the performance section of the YJPB to include the new KPI set.
- Identify YJPB representative for support and challenge on mainstream education issues.
- Request the Internal Audit working tool is endorsed by YJPB to help partners work in collaboration to implement a robust governance framework.
- Develop engagement questions to ensure all board members play an equal part in driving the Youth Justice agenda locally.



## Workforce development

### Progress against the Derby YJS Workforce Development Plan 2023-24:

Name or Group	Development need	Priority	Target date	Progress
All YJS Staff	GDPR e-learning	High	31.7.23	Completed
All YJS Case Managers and Assistant Responsible Officers	ChildView & AssetPlus technical use	High	30.8.23	Completed
All YJS Staff	Autism Awareness Training	Low	By 31.3.24	Completed
All YJS Staff	Diversity & Cultural Needs Training	Medium	By 31.12.23	Completed
All YJS Staff	Gender & Identity Training	Medium	By 31.12.23	Completed
YJS front-line practitioners	Peer to Peer Training Models	Low	By 31.3.24	Not Completed
New YJS Starters	Harmful Sexual Behaviour (HSB) assessment training (AIM3)	High	By 31.7.23	Completed
YJS 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	Completed
YJS 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	Completed
YJS Managers and front-line Practitioners	Plan training and development needs pertaining to Children's services workforce	Medium	30.6.24	Now Business as Usual

As seen above, the only workforce development activity not yet delivered in the 2023/24 Workforce Development Plan relates to Peer-to-Peer Training models, due to prioritisation of a Social Work student placement (Practice educator training).

It is noted there was Peer-to-Peer training at the heart of the Practice Educator training and intended learning outcomes for Peer-to-Peer training could be achieved through Practice Educator training.

### How Workforce Development priorities have been identified for 2024/25 by Derby YJS

#### Staff Consultation activities

When considering Derby YJS Workforce Development priorities over the coming business year, all active YJS members were consulted on workforce development activities they felt are most needed in Derby YJS, which has informed the content of this year's plan.





## Partnership work with the Workforce Learning & Development Team (WFLD)

The Head of Specialist Services works in partnership with the Derby City Council's WFLD team to identify DCC Mandatory training activities that are completed and tracked through the DCC MiLearning IT portal. Derby YJS also contribute to the development of training materials and activities, and directly deliver staff training to other DCC departments and to partner agencies.

## DCC Performance Management & Professional Development Framework (GPC)

Through individual supervision and the DCC 'Great Performance Conversations' (GPC) framework, all Derby YJS staff are supported to reflect on their professional development needs and interests, and this information informs monthly Derby YJS Managers' Meetings so that workforce development activities can be sought to meet identified collective and individual needs within Derby YJS.

## Derby YJS Workforce Development Plan 2024/25

Name or Group	Identified by	Development need	Priority	Target date
All YJS Prevention & Diversion Staff	YJB	YJB Prevention & Diversion Assessment Tool	High	1.9.24 (in readiness for mandatory use of the tool)
All YJS Staff	Derby City Council Mandatory	GDPR Training (Cyber Ninja 2024-25) – Mandatory for all staff but also recognised as required by staff	High (Mandatory DCC timescales)	1.9.24
All YJS Frontline Practitioners	Derby YJS Senior Management Team	MAPPA Foundation & Practitioner Training	Medium	1.1.25
All YJS Frontline Practitioners	Derby YJS Senior Management Team	Use of 3Cubed SMS service to send SMS and reminder to service-users and professionals	Low	1.7.25
All YJS Staff	Whole Service Consultation	Organised Crime and exploitation training (following on from Hydra training received in 2023-24)	High	1.10.24
All YJS Staff interested in supervising Social Work Student Placements	Whole Service Consultation	Practice Educator Training – to deliver student placement supervision	High	1.7.25 (multiple staff & staggered progression)
YJS YCPWs and potentially all YJS Staff	Whole Service Consultation	Effective Practice in Prevention – Understanding HMIP & YJB Expectations and identifying exemplary practice from other YJ areas	Medium	1.4.25



Name or Group	Identified by	Development need	Priority	Target date
All YJS Frontline Practitioners	Whole Service Consultation	Harmful Sexual Behaviour Intervention Training (following on from HSB AIM3 training in 2023-24)	Medium	1.4.25
All YJS Staff	Whole Service Consultation	Derby YJS Diversity Workshop	Medium	1.1.25
All YJS Staff	Whole Service Consultation	Autism & Extremism Prevent Training (dependent on capacity of Derbyshire Prevent team to run the training programme)	Low	1.7.25
All YJS Staff	Whole Service Consultation	Child Exploitation Training	Low	1.7.25

### How Derby Youth Justice Service Workforce are supported:

- **Formal Supervision** – a balance of case supervision and emotional support to staff is provided for all Derby YJS Practitioners every month, delivered by supervising line managers, performance management and quality assurance issues are addressed with the supervisee and any training or other developmental needs are identified.
- **Monthly YJS Team Meetings** – conducted face-to-face at Derby YJS' base, provides opportunities for the team to meet, consult on key areas of practice, receive guidance and direction, host visitors who can benefit children through the services they provide.
- **All Derby YJS staff have access to the Derby City Council Occupational Health and Wellbeing Support offer** which includes access to the Employee Assistance Programme, Derby and Derbyshire Emotional Health and Wellbeing support and statutory Occupational Health services.

Derby YJS management have instigated clinics to support practitioners in areas of practice where technical and/or specialist input is more valuable to the Service:

- Bi-Monthly ChildView and AssetPlus clinic for technical support with all aspects of electronic recording and reporting systems.
- Monthly Diversity Awareness Clinic for practitioners to access expertise and intervention when working with children and families in the Global Majority.
- One-off Clinics and consultation events are delivered to meet a service-expressed need, which have included in 2023/24: Diversity & Identity in youth justice assessments and planning and Assessment of children with Harmful Sexual Behaviour.

### Evidence-based Practice and Innovation

In Derby YJS, evidence-based practice and innovation is developed through contributing to the Midlands YJB Developing Practice Forum and sharing resources via the YJB Resource Hub, collaborations with other Council services and other partner agencies, and actively seeking out other YJS' that excel in areas we are seeking to develop.



### **Examples of Evidence-based Practice and Innovation by Derby YJS in 2023/24:**

- Derby YJS are working with 'Revolving Doors' who have been commissioned by the YJB to create national guidance/toolkit on addressing disparity in youth justice, using Derby YJS practice in this area as best practice, particularly in the areas of 'Influencing Policing Practice' and 'Using Data to Influence Practice'.
- Derby YJS have introduced a 'Post Acquittal' support intervention which offers support to all children released from Remand into Custody or following significant periods under bail conditions, or who otherwise exit the youth justice system without receiving Derby YJS support.
- Derby YJS delivered a Youth Justice Partnership Board Members Open Morning on 22 January 2024 to showcase Derby YJS work and consult YJPB members on collaborative work.
- Derby YJS developed the 'Court Communication Passport' with the Derbyshire Court Users Group, Midlands CPS and Defence Crime Committee, which is based on speech and language and neurodiversity assessment and advises the Court on best communication with specific children.
- Derby YJS have shared our 'Protocol for when Police contact YJS' requesting a bed for a child they have detained', which was seen as good practice in the HMIP Thematic Inspection of Bail and Remand, with Nottingham City, Nottinghamshire, Norfolk, and Suffolk YJSs.
- Derby YJS have established a quarterly FTE Review with Derbyshire Police to review all children becoming a FTE in the previous quarter, at a senior strategic level. Through this we have identified motoring offences as the main source of FTE which has informed consultation with Gwent YJS, Midlands CPS and the Courts to create a Road Traffic Programme, now used as an outcome in cases where children would otherwise be fined and have notional licence endorsements.
- Derby YJS voluntarily delivered a presentation on the Turnaround Programme at the National Turnaround Programme event in Birmingham. Following the event, we have supported Dudley YJS in Turnaround delivery, at their request.
- Derby YJS have established a regular virtual forum with the Governor of Werrington YOI, through which we are developing; a permanent Derby YJS workspace at the YOI; a revision of RoTL arrangements and 'Family Days' at the YOI.
- Derby YJS have created a Diversity Champion who; contributes to the CJB Disproportionality Subgroup; prioritizes learning and development opportunities for the Service; co-delivers focus groups and sources resources and services for children in the Global Majority.
- Derby YJS have worked with DCC Early Help & Children's Social Care and DCC Workforce Learning and Development services to develop a DCC 'Working with Harmful Sexual Behaviour Protocol' to provide a framework for assessment and intervention in this area.
- The Derby YJS Custody Scrutiny Panel is now a monthly face-to-face and virtual hybrid forum and we have significantly expanded the Panel to include the Diversity Champion, Victim Liaison Officer, Probation Custody Officer, and Werrington YOI representatives. The HMIP and YJB see the CSP as a 'best practice' example.



- Derby YJS and DCC Early Help & Children's Social Care have combined Risk Management and Safeguarding meetings when a child is open to both Services. This has resulted in increased professional engagement and better coordination of activities across partner agencies.
- Derby YJS have worked with the DCC In-Year Fair Access & Exclusions Manager, the DCC Virtual School and the Derby City Pupil Referral Unit to establish a 'Vulnerable CYP Panel', through which children that are vulnerable to exclusion are identified for targeted support to remain in school.

## Evaluation

In this section, Derby YJS share evaluation of two key activities presented in the Evidence-Based & Innovative Practice section of this plan: the positive impact of changes in diversion delivery and the positive impact of changes in CSP delivery.

### Positive Impact of changes in Diversion delivery

In 2023-24 Derby YJS restructured our Prevention & Diversion activities with the objective of reducing First-Time Entrants in Derby YJS. Our YJB East Midlands Oversight Manager, has been challenging and supporting Derby YJS on our FTE rate, as this is considered the main aspect of Derby YJS performance that has remained out of synch with our comparator YJS'.

To better understand our FTE rate, Derby YJS instigated quarterly reviews with Derbyshire Police through which every individual outcome that resulted in a child becoming an FTE in the previous quarter is scrutinised and learning taken away and shared within our respective agencies.

This is presented as innovative practice in and of itself and identified a high number of road traffic offences in the FTE cohorts.

The restructure of the Derby YJS Prevention & Diversion Strategy in 2023-24 is detailed elsewhere in this plan and incorporated two key elements: the channelling of all Youth Justice related matters (including Turnaround and Outcome 22) into the Derby YJS weekly Prevention & Diversion Panel and the creation and roll out of the Derby YJS Motoring Offences Programme.

In evaluating the impact of these new arrangements on Derby YJS FTE Rates, Derby YJS can evidence the following trend which appears to clearly evidence the positive impact of the new arrangements and intervention:

Quarter	Number of children becoming FTE	Change from previous quarter
Q1 2023-24	18	NA
Q2 2023-24	18	0%
Q3 2023-24	13	28% decrease
Q4 2023-24	6	54% decrease

### Positive impact of changes in Custody Scrutiny Panel (CSP) delivery:

Between January 2022 and December 2022, Derby YJS had the highest Custody rate of all the services in their 'YJB Family' (0.38 children entering custody per 1,000 young people) and was more than double the average rate for services in the YJB Family (0.18). In early 2023-24, Derby YJS Risk Management and Court & Custody strategic leads reinvigorated management oversight of custody and potential custody cases to drive down the Derby YJS Custody Rate.



This was predominantly delivered through the Custody Scrutiny Panel. The reinvigoration of these new arrangements has coincided with a significant reduction in the Derby YJS Custody Rate which was 0.18 for the period January 2023 to December 2023 (most recent YJB KPI data at time of writing this plan).

## Priorities for the Coming Year

### Standards for Children in the Youth Justice System Self-Assessment

Derby completed a 'Standards for Children in the Justice System Self-Assessment' for the 'At Court' standard in 2024-25 which was submitted to the Youth Justice Board.

Derby YJS self-assessed as Good or Outstanding in most measures within this set of standards. These ratings were validated by the YJB and fed back to the service and work has already been completed to ensure areas where service development gaps were identified have been covered, including information sheets being available for children, young people and families in court and maximising and improving the Assisted Prison Visit Scheme for families of children to ensure familial work while children are in custody continues.

### Derby YJS internal quality assurance activities

Derby YJS provide a range of quality assurance activity to ensure we work towards outstanding quality of work, which is incorporated into an overall Quality Assurance Strategy. Activity includes:

- Oversight of compliance with standards for children in the justice system
- Systematic case supervision
- Quality assurance completed by Service Managers on court reports, assessments and plans
- Informal Senior Practitioner and Service Manager oversight
- Case audits and case sampling

Whole service data is used to support Derby YJS identify practitioners who are targeted for audit so professional development can be individually tailored. The HMIP Style Case Audit is designed to replicate the HMIP case inspection process as closely as possible and facilitates deep-dive investigation in collaboration with practitioners.

### Derby YJS internal performance management against the Standards for Children in the YJS

1. **Ensure that all service-users receive at least the minimum number of contacts under the Scaled Approach:**

Quarter	Percentage of successful contacts in 2022-23		Percentage of successful contacts in 2023-24	
	First 90 days	After 90 days	First 90 days	After 90 days
Q1	197%	209%	166%	346%
Q2	193%	344%	222%	408%
Q3	159%	371%	212%	477%
Q4	207%	290%	268%	484%

Through targeted standards audits, Derby YJS ensures overall and individual performance is understood and targeted where necessary. There are no significant concerns in relation to this performance metric for the service, demonstrating high levels of organisation and ability to engage children and young people.





**2. See all service-users at home in accordance with the Standards for Children in the Youth Justice System and the Practice Standards for YJS:**

Quarter	Percentage of Home Visits delivered per quarter in 2022-23	Percentage of Home Visits delivered per quarter in 2023-24
Q1 22/23	54%	66%
Q2 22/23	51%	87%
Q3 22/23	75%	91%
Q4 22/23	79%	89%

Derby YJS performance was strong throughout 2023-24. Through standards audits completed in Q4 2023-24 and Q1 2024-25, we identified that in 87% of relevant cases, a minimum of one Home Visit per calendar month was delivered, and in many cases multiple Home Visits were delivered each calendar month.

**3. Facilitate the swift dispensation of justice by ensuring that Referral Order Initial Panels are delivered in accordance with statutory requirements.**

Month	Percentage of Panels delivered within statutory timescale in 2022-23	Percentage of Panels delivered within statutory timescale in 2023-24
April	100%	100%
May	67%	100%
June	83%	82%
July	83%	100%
August	50%	100%
September	100%	100%
October	100%	100%
November	100%	100%
December	80%	100%
January	100%	100%
February	100%	100%
March	100%	100%

Derby YJS have maintained 100% compliance with statutory expectations for delivery of Initial Referral Order Panels within timescale in 11 of the 12 completed months in 2023-24, and Outstanding (80%+) compliance in all 12 months.

**4. 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 YJS.**

Quarter	Percentage of Initial Asset Plus Stages completed within timescales in 2022-23	Percentage of Initial Asset Plus Stages completed within timescales in 2023-24
Q1	59%	48%
Q2	53%	51%
Q3	54%	60%
Q4	46%	68%

Progress has been strong across the service throughout the year. Standards audits have identified where development was needed in service and appropriate actions have been implemented to build on performance to date.



### Planned activity for the coming year.

- Continue individual and overall service standards audit work.
- Targeted HMIP style case audits to continue.
- X 1 case audits across YJS and Children's Social Care to be delivered.
- Dip sample to ensure consistent application of use of Prevention and Diversion ASSET Plus tool

### Service Development

Derby YJS strives for continual improvement in the quality of services for children to increase positive outcomes for them. To do this, we have quality assurance and performance management systems highlighted throughout this plan and consider external scrutiny as an essential part of service development.

Derby YJS takes the strategic approach of integrating actions from local and national inspection activity into our development plan each year. In the past 12 months, Derby YJS has been part of a national bail and remand thematic inspection and below are the relevant national recommendations and actions the services taken in response.

#### YJS managers should:

- **Make sure that YJS practitioners and social workers have access to and use guidance that sets out how bail and remand processes work** – Derby has bail and remand guidance which is incorporated into our broader Custody & resettlement guidance framework to ensure clarity and consistency of approach for all practitioners across the service.
- **In collaboration with children services, identify accommodation options for children at their first court appearance where there is a risk of RYDA including bail and remand in local authority accommodation-** Feedback from the lead inspector was that the Children's Social Care and Youth Offending Service interface (was) really effective, no tensions were observed, and the co-location supported this work. The service embraced Looked after Children status for children. This has been augmented by our court and custody manager having a Children's Social Care background, which provides a dual understanding of the bail and remand process. A range of further accommodation commissioning options is being developed by Derby City Council for children with additional needs, which includes children involved in the youth justice system.
- **Work with local defence solicitors to make sure that they are aware of data on outcomes for children in police custody and particularly the potential impact of 'no comment' interview** – Derby YJS have worked with the defence community, including a presentation at the defence crime committee in relation to 'No Comment' interviews and how we can help divert children at risk of being charged to court by accepting guilt or intervention from the YJS.
- **Offer voluntary support programmes to children who have been acquitted following a period of RYDA, including when they have reached 18** – Derby YJS has formalised their offer of aftercare support for children acquitted from court following a period of secure remand, integrated into our Turnaround.

#### YJS management boards should:

- **Require detailed audit information on children subject to RYDA that includes potential ethnic disparities at every stage of the youth justice system** – The YJPB in Derby receives systematic



reports on bail and remand practice, integrated into broader reports in relation to practice at court. These provide a detailed audit on children remanded including ethnic disparities.

- **Initiate a multi-agency review when a child with no previous convictions is RYDA, which identifies reasons for the offending and missed opportunities to intervene** – since the Bail and Remand report, all children and young people in Derby who have been subject to Remand to Youth Detention Accommodation have had previous involvement in the service. However, where children and young people are remanded with no previous convictions, the service will take a deep dive in individual cases.
- **Address gaps in specialist provision for black and mixed heritage boys and their parents/ carers to reduce their likelihood of being subject to RYDA** – Derby YJS makes specialist provision for Black and Mixed Heritage boys throughout the service, including working with Derbyshire Constabulary to ensure Outcome 22 is used, use of commissioned service Al-Huraya for cultural competence and mentoring and the service is looking to commission further bespoke mentoring services for high risk children from Black and Mixed Heritage backgrounds.
- **Where they share a youth court area, they should, in consultation with the court, conduct annual reviews of their joint working arrangements with those neighbouring YJS** – This has been arranged and between YJS managers in Derbyshire and Derby City.
- **Collaborate with their local police force to be able contribute to police bail conditions to reduce the need for children to be brought before the court** – work has started between Children’s Social Care Managers, CPS and Derbyshire Constabulary to discuss how Police and Children’s Services managers can collaborate in discussions around bail and remand, including how we can avoid children who are not at risk of secure remand being held in Police custody overnight and involvement by Childrens Service Managers (INC YJS managers) in Child Centred Custody meetings, led by Derbyshire Constabulary.

### **Learning from Serious Incidents**

Derby YJS engages in the Serious Incidents reporting procedure in the past 12 months has commissioned an Independent Reviewing Officer to undertake a learning review of a child who has been involved in two serious incident reports due to weapons related offending, which was presented to the YJPB in May 2024 and key themes, or learning, will be integrated into service development plans.

### **Youth Justice Board for England and Wales Strategic Plan**

The YJB’s vision remains committed to a youth justice system that sees children as children first, treats them fairly and helps them to build on their strengths so they can make a constructive contribution to society. This will prevent offending and create safer communities with fewer victims.

### **Supporting improvement of youth justice services in local communities**

Derby YJS will work towards the achievement of the YJB strategic outcome in relation to supporting improvement of youth justice services in local communities by:

- Working with commissioned providers such as Safe and Sound and Remedi in delivering our victim and restorative work, which supports those living in communities affected by antisocial behaviour and crime.



- Continuing coordinated delivery of work in schools at both junior and secondary levels, alongside statutory service partners and commissioned services.
- Working as part of scrutiny and improvement Boards with Derbyshire Constabulary and community groups to ensure groups that support Global Majority families and families affected by social issues are aware of youth justice services at both prevention and diversion tiers.

Derby YJS will work towards achievement of the YJB strategic outcome in relation focusing on addressing persistent racial disparities across the youth justice system by:

- Taking back feedback from our children and young people following the Global Majority survey in terms of developments within service and challenges to partner agencies.
- Continuing to gather data and insight on areas of disproportionality within the service and taking action to address this.
- Development work with children from mixed heritage to ensure they understand their life journey, heritage, and culture.
- Support children from Global majority groups who have challenges with compliance aided by specialist staff.

*Other services should take the time to learn from us and our experiences, like Derby YJS have done with this*

(Global Majority Survey)

Derby YJS will work towards the achievement of the YJB strategic outcome in relation to influencing development of policy and practice to advance adoption of Child First throughout the youth justice system by:

- Encouraging participation by children in surveys to inform plans and work, including the experiences of Black and Mixed Heritage children to ensure children are part of advice groups to senior Police Officers to inform practice and policy in relation to working with both children and young people from Global Majority groups and children generally.
- Continuing to support our children to participate in YJPB activity, meeting partners and board members through open events which provides opportunities, experiences and enrichment ensuring children are engaged in wider social inclusion, participation, and collaboration.
- Developing a children's voice group led by a YJS Participation lead, ensuring a systematic approach to hearing children's voice in all we do.

### **Partner Agency Priorities**

To ensure the statutory youth justice plan is aligned to partner priorities, we have discussed these within our YJPB and aligned our plan to the following partner priorities:

### **Early Help & Children's Social Care:**

Translate DFE reforms for children's social care into a holistic Derby Family Help offer delivering requirements from:



- Stable Homes Built on Love
- Children's National Framework
- Working Together 2023
- Kinship Strategy
- Embed My Life My Journey and using language that cares
- Achieve a collaborative across D2N2 to strengthen sufficiency
- Improving life chances of all children with reference to education (SEND)

#### **Derbyshire Constabulary:**

Working to reinforce the current provision of out of court disposals to ensure there is the opportunity to divert young people from the criminal justice system whilst delivering an appropriate service to victims of crime.

#### **Integrated Care Board:**

Ensure young people are supported to access support and care to meet their physical health needs as stated in CYP Mental Health Published Transformation Plan –

<https://joinedupcarederbyshire.co.uk/your-services/children-and-young-people/children-young-people-mental-health-wellbeing/>

#### **Education**

- Strengthen alternative provision offer based on outcomes.
- Support the revision of Health PRU (SEMH offer to support return to mainstream education)

#### **Probation**

- Focus on the transition of children into the Probation Service to ensure continuity of supervision and support.

## **National Priority Areas**

### **Policing**

Derby YJS continues to have a positive partnership with Derbyshire Constabulary in a number of activities that ensure Criminal Justice and child welfare activity is balanced to ensure best outcomes for children, victims, and protection of communities.

#### **Strengths**

#### **Seconded Police Officers**

Derby YJS has secondees from Derbyshire Constabulary who work in line with the YJB role descriptor for seconded Police Officer and includes intelligence gathering, some direct work with children and young people in relation to specific offences, including weapons offences and links with Derbyshire Constabulary's Serious Organised Crime and Exploitation (SOCEX) teams and intelligence sources, alongside involvement in risk strategy meetings and MAPPA activity.



## **Prevention and Diversion Activity**

Derby YJS holds a weekly Prevention and Diversion clinic with Derbyshire Constabulary and other partners where decisions on outcomes for children are made in relation to whether an out of court disposal is the appropriate route for a child as opposed to charge to court.

## **Concordat**

Derbyshire Constabulary are represented on Derby's multi agency Concordat action plan group with the aim of avoiding unnecessary criminalization of children and young people who are children in care. Derbyshire Constabulary were part of a task and finish group who developed a training podcast, are part of a tactical group and jointly reviewed the overarching protocol and remain committed to the aims and objectives of CONCORDAT.

## **Board membership**

Derbyshire Constabulary have been consistent attendees at Derby's YJPB and have provided input regarding the role of Derbyshire Constabulary as a youth justice leadership organisation in the city as part of the YJPB's 'Spotlight on' section of the agenda.

## **Disproportionality subgroup**

Derbyshire Constabulary are part of a multi-agency set of organisations working with Derby YJS and partners on an action plan to address disproportionality in various parts of the Criminal Justice system.

## **Challenges**

### **SOCEX**

There have been some challenges in relation to the child at risk of exploitation process in Derby City, which is part of a broader challenge in recognising the rights of children, whilst seeking to bring about prosecutions for those involved in the supply of drugs, which causes harm to communities.

These are addressed through strategic discussions between senior leaders in Children's Services and Derbyshire Constabulary. Derby YJS engages with colleagues in the SOCEX team (Derbyshire Constabulary) on a case-by-case basis and remain committed to using the National Referral Mechanism and CRE procedures to bring about changes in children's behaviours that work in the best interests of communities and individual children.

## **Changes in role**

Frequent changes of Chief Inspector can have a disruptive impact on sustaining consistent and trusting relationships between partners, although this is recognised as being part of a broader Policing model, this has been mitigated in Derby through strong relationships with Sergeants sitting under Chief Inspectors who are linked to the YJS.

## **Prevention & Diversion**

YCPWs in Derby are responsible for delivery of prevention and some diversionary interventions, working collaboratively to identify and address under- pinning factors that place children at risk of exploitation and crime. The role is pivotal to reducing first time entrants and ensuring children have





access to life opportunities. There is a clear referral route through Vulnerable Children's Meeting's (VCM) for professionals to access these interventions.

### **Prevention within School**

YCPWs have developed strong links into schools in the city, where prevention work has been undertaken with primary school aged children. The focus has been on addressing identified risk factors specific to individual schools as well as to individual pupils. The prevention work delivered in City schools has comprised work to address what constitutes violence, knife crime and exploitation.

### **Prevention supporting Concordat work**

Under Derby's Concordat arrangements, YCPWs have designated residential children's homes and each worker has regular contact with staff and children to address areas of identified risk and need. Children are encouraged to engage in local activities and encourage residential staff to use trauma informed practices to address challenging behaviours with the assistance of the Speech and Language team, and service Clinical Psychologist.

### **Diversion**

The Prevention & Diversion Panel is a multi-agency panel chaired by Derby YJS' Strategic Lead for Prevention & Diversion. The Panel which is made up of:

- A Derby YJS Seconded Police Officer
- A Derbyshire Police Safer Neighbourhood Team Officer
- An East Midlands Crown Prosecution Service Representative (when needed)
- A Victim Liaison and Support Officer
- Targeted Early Help Team Manager
- Targeted Early Help Team Manager – Turnaround project.
- A Derby YJS Administrator
- Derby Criminal Justice Liaison and Diversion team representative
- Any professional that has relevant information and is invited by the Chair.

All cases referred are subject to a triage assessment and the panel agree an outcome and children are allocated immediately to prevent any delay in delivering interventions.

The P&D Panel have two significant outcomes at its disposal that are not delivered directly by Derby YJS but are overseen by prevention and diversion personnel.

- Immediate Justice – Delivered by Remedi in Derbyshire as part of a national scheme and intended to provide swift dispensation of justice for low level Anti-Social Behaviour (ASB)/offending.
- Restorative Mentoring – Delivered by Remedi and funded by the Serious Violence Fund in Derbyshire. Restorative Mentors are deployed to engage with children when a child's behaviour is significant in the context of serious violence.

A local agreement between Derbyshire Constabulary, The Crown Prosecution Service and Derby YJS has resulted in some harmful sexual behaviour (HSB) cases being diverted from Court. Where a HSB case has been sent for consideration of suitability for an out of court disposal, a HSB specific assessment is completed. Additional staff members are invited to the panel including, the Social Worker undertaking the assessment, YJS Clinical Psychologist and seconded CAMHS worker, the Officer in



charge of the case and an advisor from the Action for Children team who specialize in such behaviours. A child first approach is adopted, and adverse childhood experiences are given dual consideration along with the risks and needs of individual children in determining the suitability of an out of court disposal.

### **Further strategic developments**

We continue to work collaboratively with Derbyshire Constabulary and have seen a significant reduction in the time taken to progress children's cases to panel and an outcome reached. We have also seen a reduction in our FTE numbers as alternative diversion initiatives have become more favourable to YCCs and court prosecution. We have rebranded out of court disposal options and these now include Outcome 22, which has helped us to reduce FTEs, including for driving matters and some offensive weapon / knife offences.

Road traffic offences have been responsible for higher first-time entrant numbers previously. A new initiative in collaboration with CPS and Derbyshire Constabulary is already proving effective in reducing FTE rates. The initiative supports diverting road traffic matters of gravity score 4 or below from Court and working with partner agencies to refer such cases to the Prevention and Diversion (P&D) panel or returned to the P&D panel by the Court, for an out of Court disposal where an accredited driving intervention package is incorporated.

### **Scrutiny**

The main ways in which Derby Prevention & Diversion arrangements are scrutinized, are:

- The Criminal Justice Board 'Young Person Scrutiny Panel' meets quarterly and includes a selection of cases dealt with at the Derby YJS P&D Panel for multi-agency review by senior managers.
- Through provision of verbal and written reports to the Office of the Police and Crime Commissioner (OPCC) which detail all current prevention activity arrangements (6 monthly) and presents data to evidence effectiveness (12 monthly).

Derby has made significant changes to the prevention and diversion offer within the last 12 months as outlined; reducing first-time entrants figures; being recognised nationally for our partnership work with Derbyshire Constabulary, CPS, and the Court in diverting motoring offences away from prosecution and implementing a bespoke motoring programme; successfully embedding prevention offers into Targeted Early Help (CRE team) and delivery of prevention intervention to Primary Schools within the City and continuing to work collaboratively to design a bespoke City-wide offer to all schools including Secondary schools.

### **Case Study of Prevention and Diversion work:**

*W was allocated for prevention work from VCM, as there were concerns around his challenging behaviour at home, in the community and in school. W was showing signs of anti-social behaviour, violence at home and in the community, poor decision making, poor peer choices and was at risk of CRE. In school W often walked out of class or spoke back to teachers meaning he would be then excluded for the remainder of the week.*

*After meeting and assessing W and his mum a plan was put in place all agreed to. A Fresh start plus referral was made and W was moved to a different school that offered more support. They were more mindful of additional support he needed and put this in place. Due to concerns around the young people, he was associating with, a referral was also made to Safe and Sound who worked with W around his peers and CRE.*



I completed parenting work with Mum and developed with her different tools to handle W at home and deescalate situations. A CEASE referral was also made so they could work with W around his violence within the home. I completed work with W around consequences, the criminal justice system, victim awareness, ripple effect, antisocial behaviour, peer pressure, anger management and self-esteem.

W's behaviour in school improved as did his attendance. There were no longer concerns about his behaviour in the community and his new friendship group. His relationship with Mum and older siblings also improved and mum described it as feeling like "she had her loving boy back again".

**Artwork example created by children through Prevention & Diversion work:**



**Children engaging in our prevention and diversion activities:**

Our work is designed to build self-esteem, self-worth, confidence, and encourage desistance from anti-social and criminal behaviours.



Process Art.



Therapeutic Process Art.



Feedback from Derby City's presentation at the National Turnaround event:

*'I wish I could have been in the crowd at the National Turnaround Programme end of year Showcase Event in Birmingham on 29<sup>th</sup> February 2024 when Karen and Sarah kindly shared our great practice with our partners nationally for their interest and education. This has already resulted in the Ministry of Justice, who were also represented at the event, taking special interest in some of our best practice and wanting to learn more.'*

## Education

Derby YJS routinely tracks the number of children subject to exclusion (fixed-term and permanent), part-time timetables, and elective home education. This is supported by an Education Officer who has access to Derby YJS and school intelligence systems to maintain accurate data and:

- Attends Secondary Placement Panel for oversight of, and to advocate/intervene where appropriate, regarding placement of children in Secondary schools (children at risk of exclusion).
- Receives citywide exclusions data via the Derby YJS Data Analyst.
- Attends the In-Year Fair Access Panel to access city-wide part-time timetable data and strategic and operational developments.
- Accesses YJS, Social Care and Schools IT systems to review ETE data to share with practitioners.
- Meets with Headteacher of the Bridge Street School (PRU), to review children open to both services and collaboratively manage any risks and work towards positive education outcomes.
- Derby YJS have also instigated a new information sharing process in 2023-24 through which *all* statutory secondary schools in Derby City receive direct updates from Derby YJS whenever a child on roll has received a court outcome, so collaborative work can begin.

### YJB KPI reporting on Education, Training and Employment (ETE) Suitability

	Q1 2023/24	Q2 2023/24	Q3 2023/24
Number of Children in suitable ETE	15	14	11
Number of Children with an order ending in the period	29	24	18
Proportion	52%	58%	61%

There has been a gradual increase in the proportion of children exiting Derby YJS with 'suitable' ETE arrangements in place throughout 2023-24, coinciding with several activities designed to promote engagement of YJS Practitioners in ETE and SEND matters and ETE engagement by children:

- Derby YJS Principal Service Manager has delivered training and created guidance for YJS professionals on statutory duty to improve school attendance for all children and how this can



be delivered through YJ intervention plans and collaborative work with the Derby YJS Education Officer.

- The Derby YJS Education Officer has delivered a presentation to staff reinforcing expectations on ETE and SEND recording and highlighting forums such as the In-Year Fair Access Panel and Secondary Placement Panel through which they are uniquely positioned to advocate for children under YJS supervision.

### **YJB KPI Reporting on Special Educational Needs and Disabilities (SEND)**

Derby YJS track this data and can report that in 2023-24, 30 children (22% of our whole cohort) had an Education, Health and Care Plan (EHCP) in place. This compares with 35 (21%) in 2022-23. The comprehension and communication needs of children with SEND are supported by the Derby YJS SALT team reviewing all child-facing documentation and communication to promote child-friendly communication. Children with SEND (including with EHCP) are further supported by Derby YJS practitioners' awareness of strengths and needs identified in assessment supported by the YJS Education Officer and tailoring interventions to specific individual strengths and needs. All children open to YJS benefit from Clinical Psychology input or consultation.

### **Restorative Justice and Victims**

Derby YJS commissions Remedi Restorative Justice Services to undertake all victim contact and support, and offer involvement in Restorative Justice, whenever we have sufficient victim information and consent to make contact.

Remedi's Victim Liaison & Restorative Justice Practitioner identifies victims of youth crime through receipt of Police information when a child has been arrested on suspicion of an offence. Derby YJS also work closely with Derbyshire Probation Delivery Unit to identify child victims of adult offences. The identification of victims so swiftly after Police action means victims wishes and feelings are routinely represented in Derby YJS Pre-Sentence Reports when recommending outcomes and in initial Referral Order Panels, Prevention & Diversion Panels, so victims wishes and feelings directly inform Derby YJS intervention with children and young people.

Victims are routinely offered Victim Support services that focus on their personal needs and wellbeing as well as being offered RJ involvement.

The Victim Liaison & Restorative Justice Practitioner, the Remedi Manager, Derby YJS Head of Service and Principal Service Manager work collaboratively on strategic elements, which most recently included a self-audit against expectations and requirements of the Code of Practice for Victims of Crime in England and Wales (Victims' Code, Feb 2024) through which we are able to evidence our confidence in the arrangements in place.

In addition to delivery of the RJ service, The Remedi Restorative Justice Practitioner undertakes Victim Awareness work with children that have offended to help them understand the effect of their behaviour and choices on themselves, their families, victims, and community when direct victim engagement or mediation is not possible/appropriate/practicable.

### **Victim Engagement Data for 2023-24**

During 2023-24, across all areas of work, 202 cases were referred to Remedi, of which, 162 had identifiable/contactable victims. All were contacted, and of those contacted, 99% have been engaged in a restorative process of some kind.



15 *also* engaged in direct RJ work that involved a mediation meeting with the child who committed the offence/s.

Remedi seek customer satisfaction feedback from victims and perpetrators in all cases and can report that in 2023-24:

- 94% reported an increased sense of safety
- 88% reported feeling less fearful
- 90% reported an increased satisfaction in criminal justice system

51 Children who participated in direct or indirect RJ commented on evaluation in 2023-24:

- 98% reported they were satisfied with their RJ experience
- 94% commented they had an increased understanding of the impact of their offence
- 96% said restorative justice gave them motivation not to offend

### **Wider Victim Considerations**

In addition, victims are actively considered and consulted, and their voices are represented in AssetPlus and other assessments; the Probation Delivery Unit's Victim Liaison Team are engaged to seek victims' view on licence conditions applied to children on release from custody; there is delivery of the 'Got Your Back' intervention in all cases where a child receiving YJS support has also been a victim of crime.

### **Serious violence, exploitation, and contextual safeguarding**

A Serious Violence Strategic Needs Assessment informs Derby & Derbyshire's Serious Violence Strategy. This identifies Derby city centre as the location with the highest range of serious violence and knife crimes, with on street and residential locations being predominant locations of such acts.

Serious violence peak occurrence times are between Friday and Sunday and knife crime occurrences peak between Friday and Monday. From crime data, the 15–19-year age band makes up by the highest number of victims and suspects for both serious violence and knife crime. Approximately 90% of knife crime victims and suspects are male. Around the same figure are serious violence suspects but the figure falls to 80% for serious violence victims.

Regarding under/overrepresentation by broad ethnicity group or all offences, Asian or Asian British children are underrepresented by 14%, Black or Black British children are overrepresented by 3%, Mixed Heritage children are overrepresented by 13%, and White children are overrepresented by 1%.

Regarding violence against the person and drugs offences that are more closely associated with Serious Violence), Asian or Asian British are underrepresented by 16%, Black or Black British children are overrepresented by 1%, Mixed Heritage children are overrepresented by 9%, and White children are overrepresented by 9%.

Therefore, for violence against the person and drugs offences, *all* non-White ethnic groups are *less* overrepresented, whereas White children are significantly *more* overrepresented.

In 2022-23, offences of gravity 5 or higher made up 6% of all convicted offences under Derby YJS supervision. In 2023-24, offences of gravity 5 or higher made up 10% of all convicted offences under Derby YJS supervision. This suggests a trend towards more serious offences in the YJS' Offence profile.





## Serious Violence Duty in Derby

Strategic delivery of the Serious Violence Duty is managed through the Derby and Derbyshire Serious Violence Strategy for 2024-26 and Derby YJS are represented in local governance and strategic boards to facilitate compliance with the Serious Violence Duty including:

- Safer Community Board
- Local Criminal Justice Board
- Serious Violence Board
- Serious Organised Crime and Exploitation Strategy (SocEx)

## Exploitation

- **Sexual Exploitation** – There were 5 YJS (4%) cases that have been shown to be at risk of Child Sexual Exploitation (CSE). This compares with 10 (6%) for the same period last year.
- **Criminal Exploitation** – There were 24 (18%) cases that have been shown to be at risk of Child Criminal Exploitation (CCE). This compares with 20 (11%) for the same period last year.
- **Child protection plans** – During the period there were 7 (5%) cases who were shown as being on Child protection Plans. This compares with 17 (10%) for the same period the previous year.

Risks associated with Child Exploitation are coordinated through the Derby 'Child at Risk of Exploitation Strategy' which provides the infrastructure for identifying, assessing and reporting CRE concerns relating to children and coordinating action.

Collaboration with the Derbyshire Police Child Exploitation and Serious Organised Crime Unit has resulted in officers routinely attending Derby CRE review meetings for children assessed through screening as medium and high risk of CRE, and the creation of the Serious and Organised Crime and Exploitation (SoCex) group in Derbyshire which is led by the Derbyshire Police Criminal Exploitation Detective Inspector and has meetings at operational, tactical and strategic levels, to identify people and places of concern, including children at risk, and ensuring a cohesive response across the County.

A Child at Risk of Exploitation Prevention (CRE Prevention) team has been established within Derby Targeted Early Help Services and incorporates three of the four Youth Crime Prevention Officers employed by Derby YJS. This provides children at greatest risk of committing, or being victimised by, serious violence to have fast-track access to Derby YJS early and preventative intervention.

Community, Voluntary and Social Enterprise sector provider Safe and Sound' provides support for children, young people, and families who have been affected by all forms of exploitation, providing training, awareness, and one-to-one support for children. Derby YJS receive weekly updates from Safe & Sound regarding children they have encountered in the community through outreach activities and work in partnership with Derby YJS whenever children are open to those services, including through the CRE Prevention Team.

Derby YJS have established a strong relationship with Barnardo's and, since the instigation of the National Referral Mechanism (NRM) framework, Barnardo's staff have delivered training and consultation that has supported Derby YJS to understand and deliver our duty to complete NRM referrals.





## Serious Incidents

Derby YJS adheres to the YJB's Serious Incidents Reporting process, via the Youth Justice Assessment Framework (YJAF) system and all relevant events, and reports are provided to the Derby YJPB. In 2023-24 Derby YJS reported 2 serious incidents to the YJB. Derby YJS record all details and retain these on a tracker to identify themes and ensure data is available for when Derby YJS complete joint internal learning reviews.

## Serious Incidents and Exploitation

The analysis of Serious Incidents by Derby YJS helped us to understand links between the needs of children and the adverse outcomes associated with serious violence, and has subsequently informed thinking around our early help triage, our work within the SoCex infrastructure, and the Derby & Derbyshire Serious Violence Strategy; as we have seen that earlier identification and support are key to helping children that may be exploited avoid adverse outcomes, whilst also protecting the public from serious violence that might be perpetrated by the exploited child or against them or associates/family members due to their being criminally exploited.

## Released under investigation (RUI)

When a child or young person is RUI there are processes in place that help Derby YJS monitor and track children and offer targeted intervention on a voluntary basis or as part of any bail or remand package, which is particularly significant in the context of serious violence. The following practices aid Derby YJS in understanding the needs of children RUI in Derby:

- **Derby YJS receive daily 'SD07 forms' from Derbyshire Police** that detail all children detained in Police cells which enables Derby YJS to prepare for potential court cases where remands could be considered, agree bespoke bail support packages; and consider any additionality that might be needed for children RUI.
- **Information from Criminal Justice Liaison and Diversion Team (CJLDT)** is routinely received post interview and reviewed within the Derby YJS' Health Pathway and any learning, including in the context of the child's potential for serious violence, is shared with frontline practitioners to inform, amongst other things, any support considerations if they are RUI.
- **Derby YJS Prevention and Derby Early Help & Children's Social Care Turnaround Programme referrals** are made either directly by Police at the point of contact with the child (Turnaround) or through EH&CSC referral mechanisms through which one-to-one support can be offered to the child RUI on a voluntary basis, to promote desistance from offending and provide holistic support to mitigate any barriers to desistance and to facilitate strengths.

## Detention in Police Custody

Data shared by Care Action North-West (CANW) indicates that 1,050 children from Derby City were detained in Police custody in 2023-24, an 11% increase on the previous year. 0.6% of children (6) were subjected to a strip search, all of whom were male.

To scrutinise the activities of the Police, Appropriate Adults, Criminal Justice Liaison and Diversion workers and others, in relation to children detained in Police custody, Derby YJS engage in three key activities:



- **Derbyshire Child-Centred Custody Partnership Meetings (CCCPM)** held bi-monthly and chaired by Derbyshire Police and attended by Derby and Derbyshire YJS' and Derby and Derbyshire Early Help & Children's Social Care (EH&CSC), to review cases where the detention of a child is challengeable, on justice, safeguarding or any other grounds, for future learning.
- **Criminal Justice Board (CJB) Young Person Custody Scrutiny Panel** is held quarterly and a selection of cases in which the whole process of bringing children into detention is reviewed using a Child-Centred approach.
- **Care Action North-West (CANW) Appropriate Adult (AA) Contract Meetings** are held quarterly by contract-holders Derbyshire Police and attended by Derby and Derbyshire YJSs, Derby and Derbyshire EH&CSCs and CANW, to hold CANW accountable for AA delivery.

Derby YJS have worked with partners. Including through the forums above, to develop two areas of progressive and innovative practice:

1. Derby YJS now receive phone and email contact from Derbyshire Police immediately when a child is detained in Police custody during 9am to 5pm. Derby YJS then contact Derby EH&CSC so collaborative work can commence immediately.
2. Collaborating with Derbyshire Police and the Difference Crime Committee, Derby YJS are now in the process of devising a leaflet in child-friendly language to make children and their defence solicitors aware of their rights and the potential for Diversion.

## Remands

In 2023-24, 6 children were remanded into custody for a total of 269 nights. All children were male, 4 children were White British, 1 was Black British/African and 1 was Mixed Heritage (White and Asian). 4 of the children went on to receive custodial sentences and 2 of the children were released when the prosecution against them was discontinued. So, in 2023-24, Derby YJS were successful in the proposal and delivery of Bail Support Packages and custodial remands issued were proportionate.

Derby YJS reduced the use of remands through provision of tailored Bail Support Programmes (BSP). This has led to a 30% reduction in the use of Remand into Youth Detention between 2022-23 and 2023-24. The Derby YJS Court & Custody Strategic Lead delivers daily Remand Court cover which provides consistency and has increased the Courts' confidence to grant BSP.

Four key strategic activities in 2023-24 have been vital to the continual development and strengthening of Bail and Remand arrangements in Derby YJS:

- The Derby YJS Post-Acquittal Support Offer has been established, through which children acquitted or discontinued without prosecution are offer a 12-month period of voluntary support and guidance which includes home visits. Contingency planning for sudden release is also factored into all Remand Reviews.
- Derby YJS attend all bi-monthly 'Magistrate's Court Improvement Group' meetings which focus on progression of youth cases, and through which Derby YJS update the Court on our activities.
- Derby YJS have delivered a presentation to the Defence Crime Committee on the implications of 'no comment' youth interviews, and on Derby YJS' Diversion options.



- Derby YJS have created the 'Court Communication Passport' which is detailed in the Evidence-based Practice and Innovation section of this Plan).

### **Use of custody and constructive re-settlement**

In 2023-24, the level of support received by children and young people in custody has continued to increase, with the Service boosting an excellent record regarding completion of statutory welfare visits and additional optional calls, and in the attendance of Remand and Sentence-Planning meetings in the secure estate. The Derby YJS Custody Scrutiny Panel continues to be developed (see Evidence-Based Practice & Innovation, and Evaluation sections of this plan).

In 2023-24, Derby YJS also instigated quarterly reviews with the Governor of HMYOI Werrington (our most frequently used secure institution) to improve the use of custody and constructive resettlement. Through this, we are developing Derby YJS keyholders and a dedicated Derby YJS workspace to facilitate collaborative work in custody, and we have already delivered Family Days for detained children, open days at Werrington for community-based professionals and shadowing opportunities for custodial Resettlement Practitioners in Court and in the community.

HMYOI Resettlement Practitioners are now allocated at the point of conviction, so the same worker supports the child before the sentencing hearing and throughout their time in custody and on licence in the community. Resettlement Practitioners also now conduct visits to children in the community prior to sentencing hearings, where a custodial outcome is likely.

Release on Temporary Licence (RoTL) arrangements are under review to promote applications and uptake and to facilitate resettlement and connection with education and family in the community, particularly in short sentences.

### **Working with families**

Derby YJS practitioners supervising children on all interventions include children and their families in all assessment, planning, intervention, and review activities through self-assessment by children and families; the 'voice' of family members being represented in assessments and reports; and signing of plans and reviews by children and their parents/carers.

Derby YJS use resources such as 'All about Me' / 'All About My Family' to investigate personal and family identity and dynamics, and frameworks such as 'My Life, My Journey' life-story work to facilitate improved understanding of strengths, needs, wishes and feelings of children and their families.

Derby YJS' Turnaround Programme workers provide holistic family support targeted at families where a child is on the cusp of offending and where parental/carer intervention and boundaries have greatest potential to mitigate risk of offending behaviours, with the Programme using the Supporting Families model.

Derby YJS Youth Crime Prevention Workers (YCPW) are deployed to work with siblings of children on a voluntary basis, in situations where there are concerns a child might be negatively influenced by the offending behaviour of a brother or sister.

Where children and their families are in the global majority, Derby YJS work in partnership with Al-Huraya, an organisation that specialises in understanding children and families' cultural context to provide or connect them with practical help.



Derby YJS continue to advise Courts on suitability of Parenting Orders and Derby YJS Practitioners lead on enforcement. However, Derby YJS philosophy is to work with the informed consent and cooperation of families and the recommendation of Parenting Orders is reserved for cases where other attempts to engage the parents/carers in positive activity have not been successful.


Co-location and close partnership work with Targeted Early Help & Children's Social Care services enables Derby YJS to access targeted and specialist community and public service resources for the benefit of families we work with, including connecting families with local resources such as Family Hubs, CAMHS, Women's Work, New Communities Achievement Team, and mentoring and other activities through the Derbyshire Youth Alliance.

*"My daughter shouted at me earlier and went up to her room. She then came downstairs, put her arms around me and hugged me, and said she was sorry for the way she spoke to me. I'm still in shock! You're definitely doing something right!"*

*I know you have worked hard to get my child the support she needs to feel, and to be, safe, so thank you.*  
(A parent of a child receiving

*I didn't understand at first how my mum and family were victims but now I do and can see why they were angry at me.*  
(A child completing the Derby YJS Restorative Justice

## 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 2024



## 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	<p>Case Audits through QA Service INC other Children's Services managers</p> <p>Continue deep dive audit activity INC HMIP audits (themed areas)</p> <p>Ensure use of YJB mandated P&amp;D assessment tool is embedded and dip sample of quality</p>	<p>Broader view of quality of practice across Children's Services</p> <p>Success indicator via delivery of audits and quality of work observed/action taken to close the loop</p>	<p>Derby City Council Children's Services QA service</p> <p>YJS Management Team</p>	<p>HOS</p> <p>PSM</p> <p>Children's Services managers</p> <p>YJS Managers</p>	31.5.25
ii	Service Level Agreements up to date and accurate	Review and complete SLA with Derbyshire Constabulary & Respect Collaboration of schools	<p>Partnership arrangements are secure, up to date, mutually agreed and underpinned by signed, written agreements</p> <p>Success indicator by way of up-to-date SLAs being in place</p>	Derbyshire Constabulary to work with the service to ensure these are updated	<p>HOS</p> <p>PSM</p>	31.12.24
iii	Establish & embed new KPI set	KPI set to be discussed at Quality and Performance Management meetings and YJPB to agree key actions based on insight	Broader insight set addressing needs of children holistically	<p>Needs support from CMS provider/YJB</p> <p>YJPB to work on actions associated with KPI insight</p>	<p>Information Analyst</p> <p>YJS management team</p>	From 1.4.24

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
			Success indicated by KPI insight being accurate & consistently available and key actions agreed in appropriate I		YJPB members  YJB	
iv	Ensure the right resources are in the right place to meet service demands	Review of service structure based on workloads of the service and how resources are utilised	<p>The right level of resources and skill sets will be calibrated against changes in demand across the service</p> <p>Success indicated by manageable caseloads that ensure children and families experience a high-quality service</p>	<p>No other sector support required</p> <p>YJPB to be made aware of recommendations and rationale and support decision making</p>	HoS PSM Service Prevention & Diversion lead YJS Information Analyst	1.9.24
v	Ensure governance arrangements continue to develop	<p>Explore whether Crown Prosecution Service (CPS) can become part of YJPB going forward</p> <p>Mainstream Education representative to be agreed for the YJPB</p>	<p>Increased experience, insight, and knowledge available to Board members regarding arrangements in custody suites and court for children and young people</p> <p>Success indicated by Board membership</p>	Requires support from CPS & LA Director of Education & Skills Possibly advisory role from YJB	CPS YJPB	1.9.24

**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	<p>Swifter resolution of education issues for children.</p> <p>Clarity across the service re actions to be taken where children are not receiving appropriate education.</p> <p>Success indicated by reduced number of PTTTs that are not suitable and reduced exclusion activity for Derby YJS children and young people</p>	Support needed across Derby City Council Inclusion Services	PSM Education Officer YJPB Education representative Head of Inclusion and Intervention	1.12.24
<b>ii</b>	Children have desistance needs prioritised	<p>Improving education attendance &amp; attainment to be part of every child's plan</p> <p>Dip sample to check EET tracker children &amp; where education not suitable, plan reflects action needed</p> <p>Support children to achieve qualifications – all children working with REMEDI are offered opportunity to achieve an AQA certificate</p>	<p>Children will be helped to access the right education provision, and get the best out of this, reducing risks of re-offending and keeping communities safe</p> <p>Dip sample of children and young people's plans reflect good practice (HMIP criteria)</p>	Support from individual Schools, and I such as IYFA and Secondary Behaviour Panel	YJS practitioners YJS Education Officer PSM	1.9.24
<b>iii</b>	Children's voice informs service developments	Children's annual participation plan to INC-targeted surveys INC YJ plan	Services are based on Child First principals by being informed by their voice	YJB resources	Team Manager	From 1.7.24



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
		X 1 YJSW to lead on participation	Success indicator by way of feedback from children informing service action		YJS participation lead	
iv	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 including SPOC & for housing & wrap around support i.e., Derby Homes	Families have access to parenting/family support  Success indicated via clear offer from YJS via Early Help Services, Family Group Conferencing, and commissioned provision	Early Help Services (Derby City Council), commissioned services, voluntary and community sector partners Children's and Adults Social Care	HOS (Early Help) HOS (Specialist Services) YJS team	1.9.24
v	Dynamic plan reviews informed by real time data	Learning huddles to develop dynamic review practice across diversion and post court work informed by real time insight on children and young people whose offending is increasing in volume and severity whilst under YJS supervision/support	Children's increasing needs and risks to communities can be identified swiftly and wrap around support implemented to address these increasing needs/risks	Sector support via seconded staff who can provide insight and knowledge to help adapt children's plans and interventions  Children, young people families will be central to dynamic review	YJS staff Information Analyst Children, young people, and their families	1.11.24

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
vi	Increase direct work using My Life My Journey life story approach	Direct work to children and young people using My Life My Journey and life story work to help children and young people understand their lives and experiences and how these have impacted upon behaviour	Children and young people better understand their life journeys and things that have impacted their thoughts, feelings, and behaviours to aid improved self-understanding, esteem, and behavioural change  Success indicated by observation of direct work in case notes/files (dip sample)	Support from DCC Workforce Learning & Development Team and Children's Services colleagues	YJS staff DCC Workforce Learning & Development Team Children's Services colleagues	From 1.7.24
vii	Direct work is in line with children and young people's learning styles and new technologies	Direct work is delivered using new technologies, such as virtual reality headsets for specific offending behaviours	Children and young people feel more engaged in direct work, it will not remind them of school, and they will learn more due to increased engagement, thereby helping behavioural change  Success indicated by developing options for VR work in key offending areas in line with Derby SIA (drug supply/possession/motoring offences)	Support from colleagues in Community Safety and Integration Team in DCC YJB grant funding to buy in specific programmes	YJS Manager and staff Community Safety and Integration	1.12.24
viii	Ensure evidence-based interventions are increased for children,	Minimum of 2 practitioners trained in systemic approaches to ensure we work with families in a systemic way	Non blaming and evidence-based interventions can strengthen families and make for resilient children to	Support from Systemic Family Therapist to train 2 staff members	Systemic Family Therapist YJS staff	2.2.25

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
	young people, and families		augment the family support offer across the service, working in line with Derby Children's Services strengths based approach  Success indicated by having 2 staff trained			
ix	Children and young people have communication tools to help them navigate challenging situations/contexts	<p>Apply for Care cards for children and young people – available on request from Derbyshire Police</p> <p>These can be provided to children and young people with details on how professionals should interact with them especially Police officers in line of duty</p> <p>Begin with children and young people living in DCC residential homes as element of CONCORDAT arrangements</p> <p><a href="#">Care Card Service   Derbyshire Constabulary</a>)</p> <p>Provide SALT training to Custody Suite staff, DCC residential children's home and HMCTS staff</p>	<p>Professionals interacting with children and young people will have enhanced understanding of vulnerabilities and needs of children and young people and help avoid escalation of issues which could result in negative outcomes for children and young people</p> <p>Success indicated by all children living in DCC residential homes having a card where this is assessed as needed</p>	<p>Derbyshire Constabulary for access to Care cards</p> <p>Engagement of other professionals in understanding the use of cards</p>	<p>YJPB members Derbyshire Constabulary HoS DCC Residential Services YJS Managers YJS staff SALT HMCTS</p>	1.12.24

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
X	Children and young people have easier access to specialist services	Develop Breakout clinic for children, young people, staff where substance misuse is or could be an issue	Staff and children/young people have quicker route to access services needed to ensure needs are met at the earliest opportunity  Success indicated by clinic being implemented and understanding numbers accessed and impact for children	Support from Public Health and commissioned service provider (Breakout)	Derby YJS – management health lead HoS Public Health  Commissioned provider (Breakout)	1.11.24

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

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
i	Informed proposals to Court to provide reassurance that risk can be managed safely in the community	Implement pre-sentence panels where criteria of custody likely is met/all options	PSR authors 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	No other organisational support required	Team Manager (Court lead) PSM YJS staff team	1.10.24
ii	Reinvigorate ISS offer	Ensure re invigorated ISS offer is embedded in service and track usage by Courts	Clear offer understood by staff, judiciary and YJPB  Success indicated via updated offer, presentation to YJPB and staff and review of uptake	YJPB members	Team manager with lead on Court and Custody PSM	1.11.24

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
					Senior Practitioner	
iii	Continuously improve re-settlement offer	Utilise relationship with HM YOI Werrington to develop re settlement practice	Children have greater opportunity to build on strengths on release from custody INC direct work in workspace at HM YOI Werrington, increased use of ROTL, ensuring creative use of Re-settlement worker	HM YOI Werrington  YJB for innovative practice insight	Team manager with lead on Court and Custody Re-settlement worker	1.12.24
iv	Prevent unnecessary overnight holding of children and young people in custody suites	Training session on remand criteria and use of Police custody for intended purposes INC PACE remand beds/secure remand criteria	Increased understanding of secure remand criteria, Social Care and YJS position on PACE beds and Police Bail to enhance options for children and young people to return to family where safe and avoid children being held in Police custody overnight	Multi-agency training planned for September 2024 INC Social care, YJS, CPS, Derbyshire Constabulary	Social care, YJS CPS Derbyshire Constabulary	October 2024

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

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
i	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) CPS	1.8.24

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
		Leaflets to be developed for children, young people, and Defence Solicitors			Defence Solicitors PSM	
ii	There is a consistent motoring programme in place for use as a Prevention & Diversion intervention or post Court programme	Motoring programme roll out, including VR approach	There is a programme in place endorsed by Derbyshire Constabulary, CPS and HMCTS  Success indicated by reduced FTE numbers related to motoring offences	Endorsement of programme from Derbyshire Constabulary, CPS and HMCTS	YJS Managers and staff CPS Derbyshire Constabulary CPS HMCTS	1.8.24
iii	Ensure we continue to offer children and young people diversionary activity	Develop exit strategy for Turnaround programme over the forthcoming year to ensure Turnaround principles are embedded within prevention and diversion approach  Youth Endowment Fund application made which would segue Turnaround into diversionary and preventative programme for children	We do not lose the option of offering diversionary activity to children and young people, which prevents entry into the Youth Justice system	Possibility of match funding from OPCC  YEF bid supported by Derbyshire YJPB lay member  Support form Targeted Early Help colleagues	HoS PSM OPCC Targeted Early Help	1.4.25

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
iv	Increased use of early help offers for Global Majority children through prevention to be tracked	Information Analyst to gather information as part of KPI reporting for performance management and Quality meetings	We will know that children from Global Majority backgrounds are receiving a proportionate prevention offer	Support from Targeted Early Help colleagues in operational and Performance & Insight Teams	Information Analyst  Targeted Early Help operational and Performance & Insight Teams	1.10.24
v	Increased Multi partner opportunities for children to engage in prevention activity	By ensuring prevention activity across schools is coordinated across commissioned services, YJS and Police	More children have access to prevention services and avoidance of duplication and use full range of city resources in an efficient way  Increase prevention spread of work and success indicated by understanding range of children who have received a prevention service	Engagement from Derbyshire Constabulary, commissioned Services, interaction and support through the Derbyshire Serious Violence Board and Schools	YJS management lead on prevention and diversion Derbyshire Constabulary Commissioned services  Schools Violence Reduction Unit	
Vi	Swifter administration of justice for children	Reduce delays on Police decisions for children coming through custody suites in Derby by understanding & scrutinising the data &	Children and victims have swifter resolution of issues, thereby impacting positively psychologically for victims and reducing medium term impact on children and young people, accessing college places etc.	Derbyshire Constabulary INC Insight & Custody Teams	Derbyshire Constabulary Derby YJS	1.2.25



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
		taking action to address any challenges	Success indicated by access to data, identifying relevant cases and helping to speed up the process to move towards outcomes that meet needs of victims and children/young people			

**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	Ensure community groups supporting Global Majority children and families understand YJS offer	Meet with community groups supporting Global Majority children and families to ensure they understand prevention/early help and diversion opportunities across the city	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  Success indicated by tracking numbers of Global Majority children accessing prevention and diversion	Support and engagement from the Community, and Voluntary sector	PSM YJS management team YJS practitioners	From 1.7.24
ii	All work to address disproportionality is backed by overall	Link all Disproportionality work to DCC heritage pledge & ensure all staff INC managers cascade	All children will understand their heritage and identity, feel proud of this, increasing	DCC heritage pledge	All YJS staff & managers	From 1.7.24

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
	organisational commitment to ensuring children and young people's heritage and identity needs are met	and support this – all meetings to INC how we are going to meet the DCC heritage pledge for every child as standard	<p>self-awareness, esteem, and sense of belonging</p> <p>Specific work around heritage for mixed heritage children using a life story work approach to develop understanding of both parts of their culture/family background and develop identity and feelings of belonging</p> <p>Success indicated by staff demonstrating heritage and identity in direct work with children and young people</p>	<p>DCC Workforce Learning &amp; Development Team support</p> <p>Disproportionality subgroup of Criminal Justice Board</p> <p>Al-Hurraya</p> <p>DCC Workforce learning and Development Team</p>	DCC Workforce learning and Development Team	
iii	Ensure children, young people and families receive advice where there are immigration related issues within the family unit	Re engage with Legal Immigration lawyer to ensure YJS staff are provided with up-to-date legal guidance on EUSS, British Citizenship & risks associated with deportation due to poor character	<p>Children, young people, and families will be provided with clear legal advice on how to ensure specific immigration needs are met</p> <p>Success indicated by clear referral route/regular clinic being in place</p>	DCC Legal Services Immigration lead	YJS Managers YJS staff DCC legal Services Immigration lead	1.9.24
iv	Children and young people/families from marginalised groups are provided with	Ensure YJS is linked into Roma Support group	Will ensure families from Roma heritage backgrounds are supported to address needs that underpin	Roma Support group	Roma Support group YJS Managers YJS staff	1.10.24

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
	bespoke advice and support		offending behaviour, such as poverty, understanding of law and access to services  Link exists through Targeted Early Help Teams.			
v	Need to better understand females needs who enter the Youth Justice system	Survey with females needs who enter the Youth Justice system to understand reasons for their offending and ensure this informs service delivery	Direct work and referrals for support informed by improved understanding of females needs, bringing about increased probability of engagement & meaningful work to help females entering the system have needs met and desist from offending  Success indicated by survey outcome and insight in future SIA's	Advice from sector colleagues through YJB I	YJS Managers	1.9.24
vi	Ensure children from specific ethnicities are supported to avoid breach of statutory requirements	Ensure inductions with children from all backgrounds are clear on requirements for children, explained in ways children understand	Children from all backgrounds understand what is expected of them and what will happen should they not comply with those requirements	SALT input	YJS Managers SALT	1.2.25
vii	Ensure work is having desired impact on	Deeper dive analysis on whether specific Global Majority groups are overrepresented against	We better understand impact of or work to inform future direction	No specific sector support required	YJS Information Analyst	1.8.24

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
	disproportionality in key practice areas	service and city populations in relation to custodial outcomes				
viii	The service has increased insight from children and young people from Global Majority backgrounds	Derby YJS Disproportionality and Discrimination Champion will support Derby YJS service-experienced children and young people to engage in Police <i>Black Children's Independent Advisory Group</i> and bring voice of children shared there, back to Derby YJS for consideration	Enhanced feedback loop to aid service insight into children and young people's experiences to inform service developments	Feedback from children and young people Derbyshire Constabulary to continue to deliver the <i>Black Children's Independent Advisory Group</i>	Derbyshire Constabulary Children and young people Derby YJS Disproportionality and Discrimination Champion	1.10.24
ix	Care experienced young people receive trauma informed approach from Derbyshire Constabulary	Extend existing CONCORDAT arrangements to care experienced across city and county	Care experienced young people will receive an approach to policing that understands their background, experiences and can aid desistance into adulthood  Success indicated by having an extended CONCORDAT set of arrangements in place	Support from Derbyshire Constabulary and multi-agency partners such as CPS.  Work in conjunction with city and County YJS' and Leaving Care Services	Derbyshire Constabulary CPS city and County YJS' and Leaving Care Services	1.4.25

**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**

<b>6</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>	Specific health informed interventions for children who have committed more than one offence involving violence/aggression to others to prevent escalation to more serious offences	Health team and Senior Practitioner design specific intervention on aggression and ability to manage feelings and emotions for delivery by allocated workers	Service maintains low level of serious offences involving aggression/violence  Success indicated by number of more serious offences of gravity score 4 plus involving violence in 2024-25 SIA	Support from Health Team in YJS	Health Team in YJS Senior Practitioner YJS practitioners	1.11.24
<b>ii</b>	Ensure children with higher needs INC those from Global Majority backgrounds have access to bespoke services	Commission mentoring for children at high risk of serious offences/violence through bespoke mentoring option to augment Intensive Mentoring through Serious Violence Strategy	Children with higher level needs have mentors/services that are more meaningful to them (lived experience), which support meaningful engagement & improved outcomes  Success indicated by service being in place and survey of satisfaction by children and young people accessing the service	Support from Commissioning colleagues/OPCC	YJS Managers YJS staff Commissioning Service/OPCC	1.10.24
<b>iii</b>	Understand impact of work to address serious violence	Demonstrate impact of Restorative mentoring through commissioned provider via Serious Violence funding & impact of Active Bystander work	We understand whether services and approach commissioned to date to address serious violence by children and young people is having intended impact  Success indicated by having data, understanding this, and using it to inform direction of travel	Serious Violence Board Commissioned services	Serious Violence Board Commissioned services	1.10.24

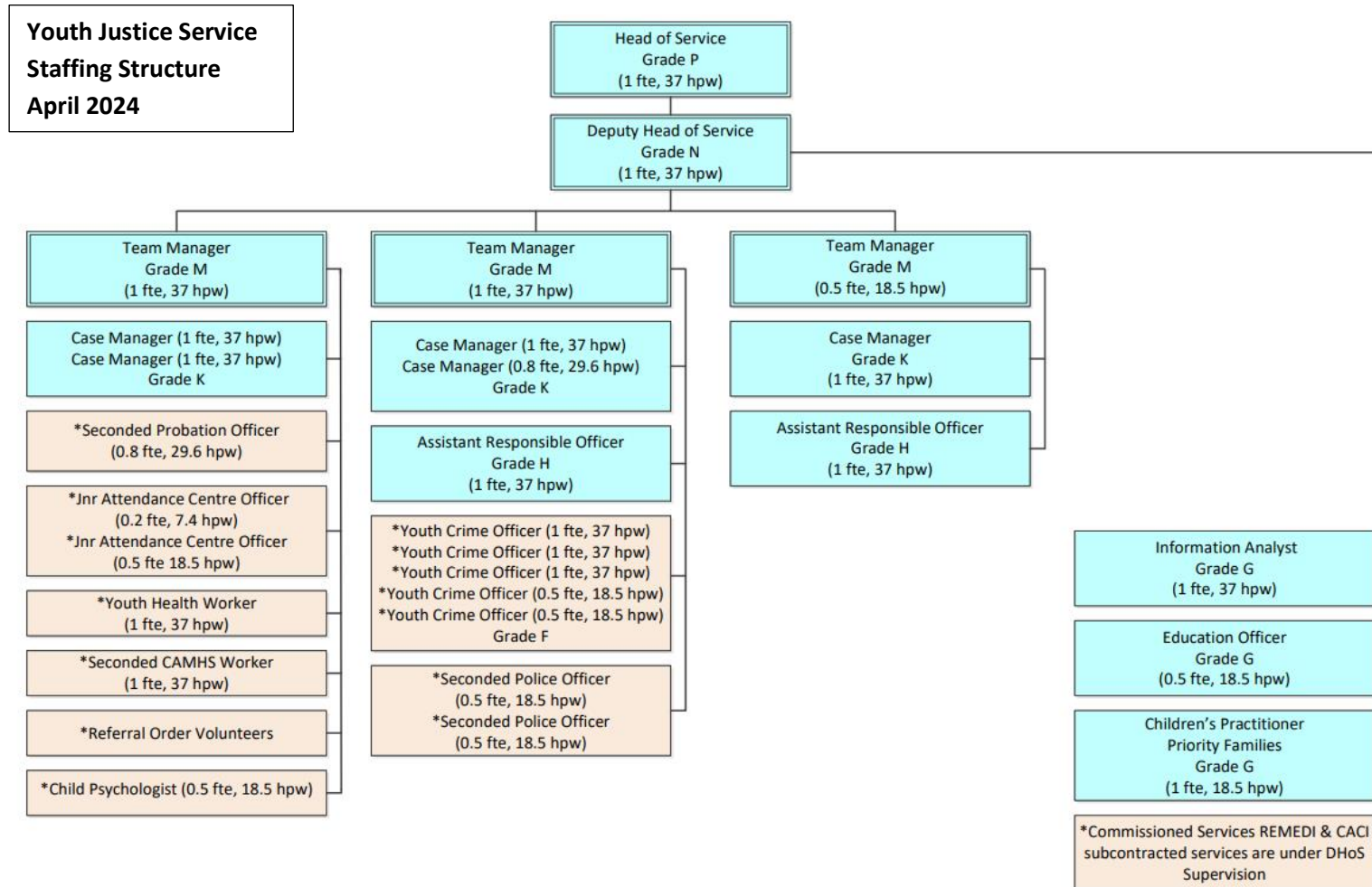
**Key Improvement Area 7 – Victims of crime have opportunities to have their needs met and take part in restorative justice processes.**

<b>7</b>	<b>Improvements to youth justice services and outcomes for victims 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>	All YJS staff understand RJ processes, purpose and potential outcomes for children and victims INC victim code	<p>Workshop delivered by Remedi on restorative justice and victim work:</p> <p>How process works for prevention, diversion, and post court</p> <p>Links to victim liaison unit and victim code of practice</p> <p>Remedi develop information sheet for practitioners to use on a day-to-day basis</p> <p>YJS staff deliver RJ work earlier in post Court work to maximise positive impact for children, young people, and victims of crime</p>	<p>Improved understanding of restorative impact of this work for children and victims of crime</p> <p>Success indicated via delivery of sessions, completion of information sheet and staff survey on knowledge of RJ processes and victims code</p>	Input from Remedi	<p>Remedi</p> <p>All YJS staff</p>	1.11.24
<b>ii</b>	Ensure children known to Derby YJS/REMEDI who have been victims of crime, including those who have committed/are at risk of committing a crime, can access victim support services	Checks on whether children & young people were victims and known to YJS simultaneously to ensure offers of full range of support services to children open to the service who have also been a victim of crime.	Children and young people who have been victims of crime are supported with those specific needs including children and young people who are having desistence needs met by YJS and individual plans include work to support this	Support from commissioned RJ provider REMEDI	<p>REMEDI</p> <p>YJS Managers</p> <p>YJS staff</p>	1.11.24

iii	Process for supporting victims of more serious offences committed by children & young people and ensuring risk management of those children and young people is strengthened	Develop Memorandum of Understanding between REMEDI/Derby YJS & Probation Victim Liaison Unit for children sentenced to custody of 12 months or more for qualifying offences	Existing processes will be tightened regarding providing information to VLU in line with statutory requirements, engaging frontline practitioners, custodial facilities and REMEDI in work to support victims and ensure restorative justice is included in plans for young people in this small cohort	Support from Probation VLU REMEDI HMYOIs/STCs	REMEDI YJS Managers Probation VLU HM YOIs/STCs	1.10.24
iv	Increase amount of direct reparation to victims of crime	Increase amount of direct reparation, supported by REMEDI delivering YJS staff workshop in autumn 2024 on how we can improve on the benchmark of where we are at the present time	This will ensure more victims of crime receive a service that helps them to heal from the trauma of being a victim whilst children and young people benefit from the concrete learning direct reparative work can have.  Success indicated by increase on current benchmark of direct reparation in our SIA 2024-25	REMEDI	YJS Managers YJS staff REMEDI	By 1.7.25
v	Service and commissioned RJ providers ensure we understand progress against victim's code	Annual review of self-assessment against Victim Code – REMEDI already undertake this & will include YJS Managers	There is joint understanding of progress against the code and opportunity for joint planning to address any areas where improvement is needed	REMEDI	YJS Managers REMEDI	1.5.25



## Appendix 1 – Youth Justice Service Staffing Structure



\* 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 – Staffing

### YJS 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 - Staffing

### YJS 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			0	2
Black						2							1				1	2
Mixed						3							1				1	3
White	2		1	1	2	13	1	2	2				2	19			10	35
Any other ethnic group																	0	0
Not known														5			0	5
<b>Total</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>18</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>47</b>
* Welsh Speakers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

\* Welsh YOTs only

## Appendix 4 – Budget costs and contributions

Budget Costs and Contributions should be supplied as an appendix if available (please refer to the [YJB Data Recording Requirements for Youth Justice Services in England and Wales](#))

Agency	Staffing costs	Payments in kind	Other delegated funds	Total
Police	119,986	0	4,470	124,456
Police & Crime Commissioner	50,666	0	0	50,666
Probation	49,929	0	403	50,332
Health	61,548	0	403	61,951
Local Authority	674,060	0	59,048	733,108
Welsh Government	0	0	0	0
YJB	334,946	0	157,723	492,669
Other	0	0	0	0
<b>Total</b>	<b>1,291,135</b>	<b>0</b>	<b>222,047</b>	<b>1,513,182</b>