



Sutton Youth Justice Service 2021- Board Member induction pack

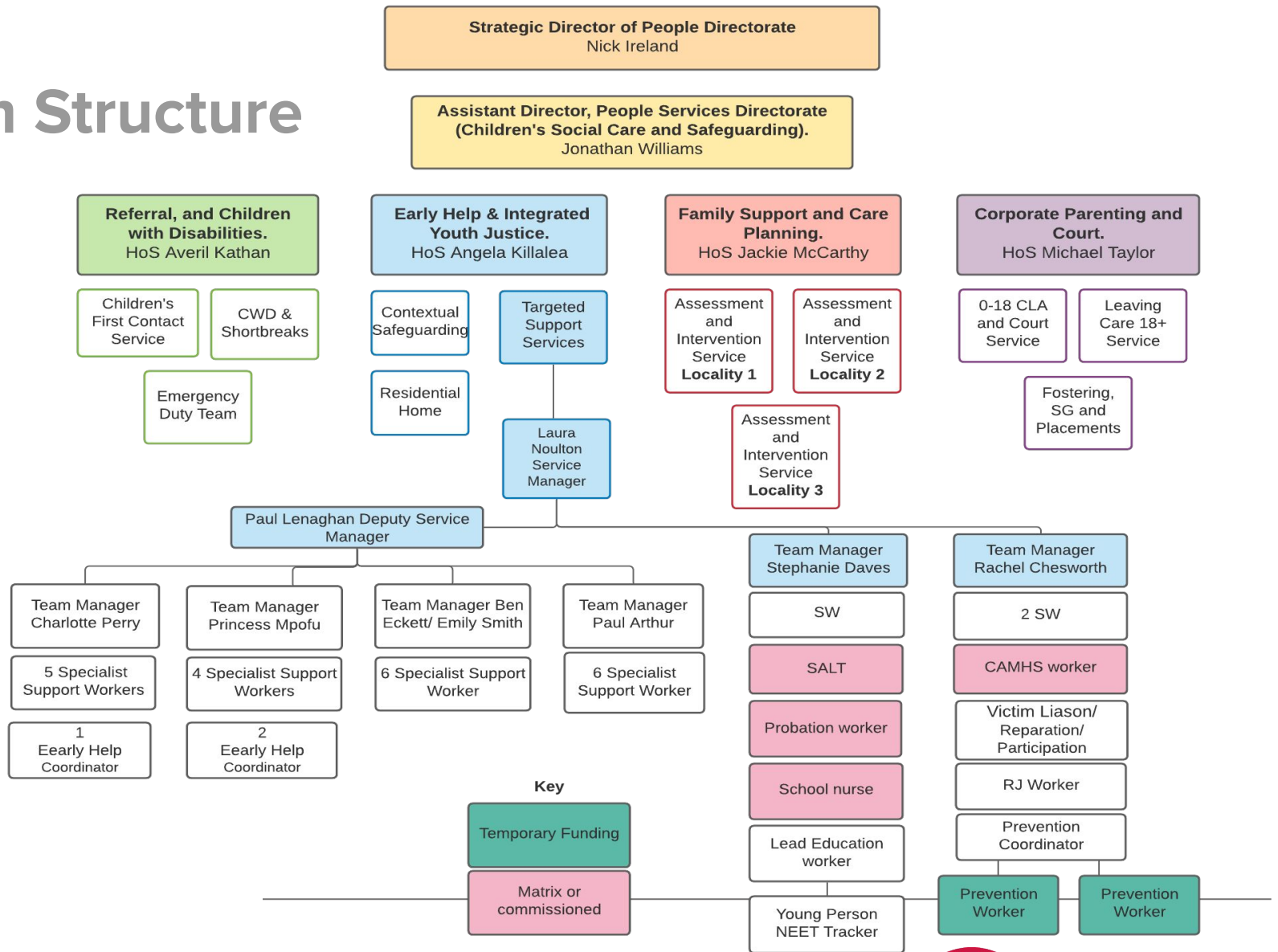
Who Are We?

- Sutton Youth Justice Service (YJS) is the provider of youth justice services within the London Borough of Sutton within the Early Help and Integrated Youth Justice Service.
- Sutton YJS is a multi-agency team comprised of four statutory agencies; Police, National Probation Service, Health and the Local Authority, each of whom holds a statutory responsibility for resourcing and supporting the partnership.
- Youth Offending Teams (YOTS - now referred to as YJS) were established by the Crime & Disorder Act 1998.
- YJS's are accountable to the Youth Justice Board (Ministry of Justice) and local governance arrangements (Sutton Youth Justice Management Board- Safer Sutton Partnership Board).
- The team is currently funded by the YJB, Local Authority, partnership contributions and a small MOPAC grant.

Who is in the Team?

- Sutton YJS is a multi-agency team with a range of social workers, specialist workers, seconded and commissioned staff to ensure the needs of young people are best met.
- Sutton Council employs social workers and specialist workers to work in the YOT:
 - 2 social work managers and 3 social work case managers.
 - Specialist workers: Prevention Coordinator, Victim Liaison and Reparation Worker, Restorative Justice Coordinator and an Education Worker.
- The following posts are commissioned by the local authority:
 - Psychologist from Sutton CAMHS (South West London and St George's Mental Health NHS Trust)
 - Highly Specialist Speech and Language Therapist (SLT) from Cognus
 - School Nurse from our in house school nurse service.
- The YJS also has two seconded staff members:
 - YJS Police Officer from the Metropolitan Police Service
 - Probation Officer from the National Probation Service.

Team Structure



What Do We Do?

- Sutton YJS works in partnership to support the Youth Justice Board's (YJB) vision statement:

'Child First; Offender Second'

- The principal aim of the youth justice system is to prevent offending by children and young people (Crime and Disorder Act 1998).
- We have a responsibility to:
 - Prevent children and young people from becoming offenders
 - Reducing reoffending
 - Safeguard and promote the welfare of children
 - Improve community safety and the community's fear of crime
 - Repair harm caused to victims of crime
- Many of the young people we support are among the most vulnerable in society and at the greatest risk of social exclusion.

How Do We Do This?

There are two key strands of YJS work:

- **Post Court-** The team has responsibility to supervise all Sutton young people subject to statutory court orders issued by the criminal courts and ensure that young people comply with these orders.
- **Prevention/Pre-Court-** The Youthink team is part of the borough's Early Help offer and works with young people identified as being at risk of entering the formal youth justice system or being involved in anti-social behaviour.

Court

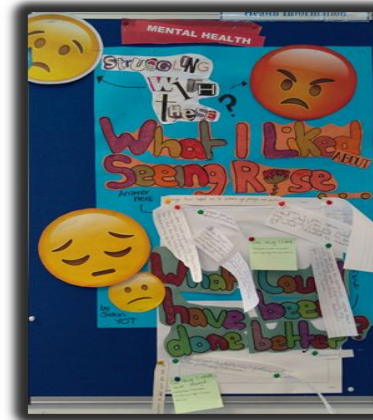
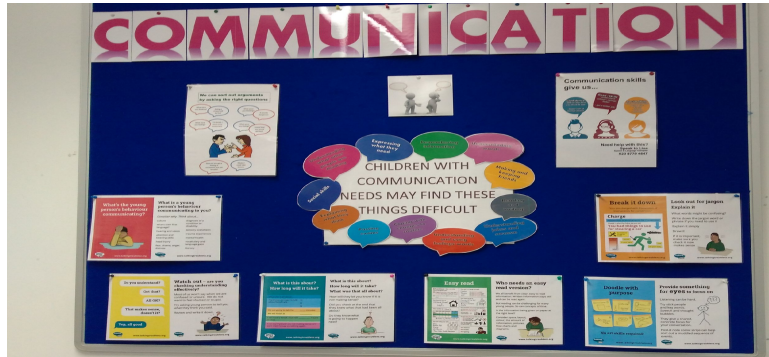
- Youth Court deals with 10 to 17 year olds.
- Youth Courts sentence all young people other than for the most serious 'grave crimes' (i.e. they sentence over 99% of all crimes committed by young people). The Youth Court has a maximum custodial sentence of 24 months (Detention and Training Order). 'Grave crimes' are sent to the Crown Court where non- specialist Judges hear the cases.
- The Youth Court for Sutton is Croydon Youth Court and the team attend every Thursday to provide advice to the court. Sutton and Croydon YOS share Court Days.
- Most common sentences are Referral Orders and Youth Rehabilitation Orders.

Post Court

- All young people subject to Court Orders are allocated to a social worker who has responsibility for managing the young person's order.
- The case manager will complete assessments (Assetplus) and reports for the court (i.e. Pre Sentence Report, Breach) and Referral Order Panels.
- The case manager will also arrange with the specialist workers in the team to carry out specific pieces of work and refer them for other intervention or support (i.e. substance misuse counselling).
- All young people are subject to a RO Contract, Youth rehabilitation order and/or Intervention Plan which is reviewed every 3 months.
- Young people are required to attend appointments and if they don't they can be breached. The frequency of appointments can range from monthly to 25hrs a week. Most young people will report once or twice a week.

Specialist Support

- The Education Worker, Speech and Language Therapist, School Nurse and Psychologist are involved in screening and assessing all young people in regards to their educational, communication, physical and mental health needs.
- If young people are deemed to require further support, they will be given information and advice and offered further intervention with the relevant specialist worker.



Victim Support & Restorative Justice

- The YJS has a responsibility under the Victim's Code of Practice to contact all victims of youth crime.
- The YJS Victim Worker will make contact with all victims and explore what support they may require, as well as their interest in participating in restorative justice.
- If the victim is interested in a restorative process, the YJS RJ Worker will then look to engage with both the victim and young person who has caused harm to facilitate this process.
- Sutton YJS are registered training providers with the Restorative Justice Council and are rolling out restorative practice training to all within Children's Services.

Reparation

- Nearly all young people subject to Court Orders also have to undertake some form of direct or indirect reparation.
- The majority of young people will undertake indirect reparation to make amends to the community for the harm they caused.
- Further information on this years projects can be found here:

https://docs.google.com/document/d/1Ftkw5fZaJiYuHwiCi3_uZCUbKDAUWgYToNEK6nHduAY/edit?usp=sharing



<https://drive.google.com/open?id=1vN0UBCHQ5dtZGKEcCMFFflcHdu3l0Qd3>

Pre Court

- Out of Court Disposals are considered by the Police for any young person who has committed a low level offence.
- Focus is on diversion- recognises that many first time offenders don't go on to reoffend.
- The Legal Aid, Sentencing and Punishment of Offenders Act (LASPO) 2012 came into force on 8 April 2013 and provides for the following disposals:
 - No Further Action.
 - Informal Out of Court Disposal (known locally as Triage).
 - Youth Caution
 - Youth Conditional Caution

Youthink- Sutton's Crime Prevention Service

- Youthink was shortlisted by The Howard League in their 2017 Community Awards in the Policing & Children category.
- Recognised as an example of best practice by the Youth Justice Board in the *Prevention in Youth Justice* Briefing paper which was released in late 2017.



<https://drive.google.com/open?id=1wqjiJNNMMBmfNnW3vdi2ewOOlcySmFWt>



Typical Young Person Profile open to YJS

- Ratio of males to females is 10:1
- Average age: 16 years
- Most common offences: Drug offences and motor vehicle offences.
- 60% of young people open to Youth Justice Teams have speech, language or communication needs.
- 34% young people currently open to YJS on statutory orders are either in the local PRU, specialist EBD placements or NEET.
- Around 50% of young people are open to Children's Services (i.e. CIN or CP) and approximately 1/8 of statutory caseload are looked after children.

Equality & Diversity

Sutton YJS are committed to improving service delivery to young people, parents/ carers, victims, our partners and the community at large.

Sutton YJS aims to deliver an effective and fair service where all practitioners work with and identify the needs of young people and their families regardless of their race, gender, disability, social class, sexual orientation and religion or belief. We treat people with dignity and respect, valuing the diversity of all.

We seek to do this by:

- Ensuring that young people and their families have equal access to resources according to their need
- Providing adequate supervision and training for staff in relation to issues around equality and diversity that enables them to build on existing skills and develop new ones
- Acknowledging the values, skills and diversity practitioners bring to the team
- Working with internal and external partners and our community to provide accessible and relevant services that respond to our service users' needs
- Capturing the views of all our service users to inform policy, procedural and practice improvements.

Practice Observation Opportunities

The following opportunities to observe practice within the team are available to all board members:

- **Court**

Sutton Youth Court sits weekly on Thursdays and takes place at Croydon Magistrates Court. Court begins at 10AM although the court duty officer attends court at 9 AM to undertake preliminary work and preparation prior to court commencing.

- **Reparation session**

These are run throughout the week based on need and cover a range of areas and intervention with young people to meet the needs of their order as well as a personal growth opportunity.

- **Referral Order Panels**

Referral Order Panels comprise 2 specially trained volunteers from the local community and the YJS Restorative Justice Worker who coordinates the Panels. The purpose of the Panel is to discuss the offence/s which a young person has committed and agree a plan of intervention for them along with their parents/carers which is reviewed every 3 months..Referral Order Panels generally take place on weeknights from 5PM-7.30PM.

- **Triage Clinic**

The Triage clinic deals with low gravity crimes where no further action is taken by the police and intervention by the YJS is offered on a voluntary basis outside the formal court system. The clinic takes place on Thursday evenings with 3 slot times of 4PM, 5PM and 6PM. Two workers from the YJS will assess a maximum of 6 young people and their parents/carers.

To request a practice observation or if you
have any further questions?

Contact details

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The role of Board members in **Escalation**



Role & Responsibilities

- It is important that all Management Board members are actively engaged in the YOT's work and that the **contribution of all agencies is meaningful and adds value.**
- They should **take ownership of specific tasks and responsibilities**, hold the YOT manager to account and, where necessary, commission work on performance in order to support improvements.
- YOT Management Board members should **actively promote the YOT's work within their own agencies** and act as ambassadors for the YOT.
- The YOT's needs and/or concerns should feature in local strategic partnerships (i.e. LSCP, SSPB), with **relevant YOT Management Board members dealing with the issues and challenges facing the YOT.**
- There should be evidence that **systems are in place for the YOT manager to raise issues of concern with the Chair of the YOT Management Board and Board members outside of the formal meeting structure.**

Outstanding

Governance & Leadership

- Partnership arrangements are fully collaborative and outward-looking, maximising the benefits for children through the appropriate exchange of expertise, resources and knowledge.
- Board members strongly advocate for the work of the YOT in their broader roles. They take a child-centred approach, give priority to work to support desistance and prevent harm, support integration with wider services and treat issues of diversity as an integral part of their work. Staff understand their roles and responsibilities within the partnership arrangements, and what they are accountable for.
- Staff at all levels are actively encouraged to raise concerns and those who do are supported. Leaders have a strong track record of listening to staff's concerns and acting on them in a timely, responsive manner.

Previous Inspection

Short Quality Screening 2014- Area for Improvement

Although multi-agency work has been highlighted as a key strength, there were one or two cases where we found that the case manager needed to be more assertive with other professionals, or to escalate the issue to ensure that the children and young people they were working with had access to the services they needed.

One example related to where disclosed information from a child to the consultant psychiatrist had been described as 'secret'. Whilst we acknowledge the issue we consider ways could be explored in which this information could legitimately be shared for the benefit of the child or young person, and/or the information sharing arrangements could be revisited.

Case #1

- 16yo mixed race YP subject to YRO and bail conditions
- ASD, SLCN, SEBD
- Open to a Locality Team in Children's Services- subject to a Supervision Order and CP plan but previously was in residential and secure placements
- Frequent misper- not consistently reported by family
- Has not engaged with education since July 2020
- Increasing offending behaviour- escalating in seriousness and frequency
- Has threatened staff
- Was recently Remanded into Local Authority Accommodation because court was concerned about lack of parent support- LA agreed he should remain at home with parents
- YOT Service Manager escalated need for placement to HoS when father 'kicked him out'
- At risk of Remand to Youth Detention Accommodation due to non-compliance with bail conditions and homeless
- HoS raised concerns with Service Manager and HoS and semi-independent accommodation agreed under s20 arrangement.

Case #2

- YP on 6mth RO for knife possession; allegedly carrying it due to being bullied by boys from 'Cheam Defence League'.
- YP's 15yr old brother was subsequently attacked with a hammer by another YP supposedly from the same group.
- YOT Ops Manager escalated concerns about the potential for further retribution/retaliation between all the boys with HoS. Referral had been closed by CFCS.
- HoS agreed Strategy Meeting should be considered due to risk of significant harm and that Ops Manager should go back to CFCS Service Manager and ask them to review decision.
- HoS recommended referral be made to Prevent re. Potential hate crime and to further investigate Cheam Defence League.
- Service Manager and Edu Safeguarding Lead also met with Headteacher from Cheam High to raise concerns.

Formal policy / procedure?

- Is the LSCP [Escalation Policy](#) sufficient?

'an agreed approach to resolving significant professional differences within the partnership. It covers any strategic or operational issues that could impact on the welfare and safety of children and young people if not resolved'

- Covers:
 - Escalation for Strategic Partnership issues
 - Escalation re. Professional decision making
 - Disagreement at Point of referral
 - Disagreement in Assessment & care planning
 - Disagreement in CP conferences

Multi-agency Escalation Policy and Procedure



September 2015