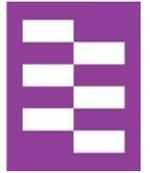




HM Prison &
Probation Service



National
Probation
Service



National Probation Service

National Partnership Framework for England
Youth Offending Services

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Contents

- National Probation Service 1
- 1 Purpose of Partnership Working..... 1
 - 1.1 Scope..... 1
 - 1.2 Governance 2
 - 1.3 What does success look like? 2
- 2 Legislation and Statutory Responsibilities 3
 - 2.1 Crime and Disorder Act 1998 3
 - 2.2 Statutory Responsibilities 4
 - 2.3 NPS Commitment..... 4
- 3 Probation Instructions and Policy Considerations..... 4
- 4 Research, Evidence Base and Thematic Reports..... 5
- 5 Resources 5
 - 5.1 Resource Allocation 5
 - 5.2 Interface with CRC 6
 - 5.3 Roles and Responsibilities in Partnership working 6
 - 5.4 Other Resource Considerations 8
 - 5.5 Recruitment..... 9
 - 5.6 Maternity and long term sickness absence cover 10
- 6 HMPPS Wales 10
- 7 Cross Reference to other NPS Partnership Frameworks..... 10
- 8 Induction and Training 11
- 9 Dispute and Escalation 11

1 Purpose of Partnership Working

The National Probation Service (NPS) believes in working together to protect the public and help people lead law-abiding and positive lives.

We have a distinct role to play in helping those sentenced by the courts to turn their lives around, but we cannot tackle all the causes of reoffending alone. We need strong partnerships with other public and third sector organisations to secure access to the services that will help those we manage to be productive members of society.

The NPS recognises the unique role local Youth Offending Services play in realising a joint vision, mission and key outcomes in working with children who offend. The focus of working with a wide range of partners is particularly valuable in (i) preventing progression to adult offending; and (ii) supporting effective transition processes from 'youth to adult'. Young adult offenders bring different issues, challenges and opportunities; the principles of good transition need to be firmly understood and embedded in excellent practice, policies and procedures.

In the NPS, all staff must adhere to the values of the HMPPS. These values are echoed in collaborative and partnership working so that those in our care or under supervision can access the most appropriate interventions, at the best time, to support them to change their behaviour.

HMPPS values are:

- **Purpose** – we implement the sentences and orders of the Courts. We prevent victims by changing lives.
- **Humanity** – we believe that lives can change for the better. We work to encourage hope and to provide opportunities for rehabilitation. We treat everyone with decency and respect.
- **Openness** – we are fair. We know that clear and just decisions make a difference in our work. We are transparent about what we do and look to learn and innovate to do better.
- **Together** – we value diversity. We work across prisons, probation and youth custody and with our partners and providers to make a positive difference to communities.

The purpose of Youth Offending teams shares similar values as the NPS. With additional values that are specific for working with children. They are as follows:

- **Community Safety**
- **Substance misuse reduction**
- **Safeguarding of Young People**
- **Raising educational achievement**
- **Promoting healthy and sustainable communities**
- **Improving mental health**
- **Better outcomes for looked-after children and corporate parenting**
- **Preventive and diversionary services for children at risk**

1.1 Scope

This document provides a baseline and rationale for the contribution that is made to the Youth Offending Service. This framework provides national consistency about the NPS work with YOS whilst enabling divisions to have some flexibility where appropriate.

This document references relevant policy consideration that the NPS divisions need to be aware of in relation to children who offend and YOS.

This document applies to the NPS Divisions in England only. Reference is made to HMPPS Wales and their arrangements.

Throughout this document references are made to the transition of children who offend to adult probation services. This framework provides no instructions with regard to transition and for all issues regarding this, reference should be made to the [Joint National Protocol for Transitions in England](#). If YOT is in Wales, please refer to the Welsh Transitions protocol.

1.2 Governance

Section 39 (1) of the Crime and Disorder Act 1998 requires the co-operation of the named statutory partner to form a YOS. Section 38 (1,2) identifies the statutory partners and places upon them a duty to co-operate in order to secure youth justice services appropriate to their area. These statutory partners are:

- The local authority
- Police
- The probation service (From 1 June 2014 this responsibility sits with the National Probation Service)
- Clinical Commissioning Group (CCG)

The primary responsibility for Local Authorities is to ensure that a range of Youth Justice Service are delivered through YOS. The Youth Justice Board (YJB) is the executive non-departmental public body that oversees the YJS in England and Wales.

Diagram 1 below shows the relevant agencies working together to support young offenders.



1.3 What does success look like?

Success for this partnership arrangement requires agencies to work together to achieve the best possible outcomes for the young person, victims and the public. Our aim should be to assist the young person to desist from offending and benefit from the support that YOTs and Adults Services can provide via their respective staff skill sets. Where a young person moves from YOT to adult services, we need to ensure that this transition is as seamless as possible and the young person feels supported thoroughly through the process.

2 Legislation and Statutory Responsibilities

Youth justice work is covered by the Crime and Disorder Act as summarised below.

2.1 Crime and Disorder Act 1998: Link: [Part III Criminal Justice System: Youth Justice](#).

The Act states:

Section 38: Local provision of Youth Justice Services.

(1) It shall be the duty of each local authority, acting in co-operation with the persons and bodies mentioned in subsection (2) below, to secure that, to such extent as is appropriate for their area, all youth justice services are available there.

(2) It shall be the duty of—

- every Chief Officer of Police or any part of whose police area lies within the local authority's area;
- the Secretary of State in relation to his functions under sections 2 and 3 of the Offender Management Act 2007;
- every provider of probation services that is required by arrangements under section 3(2) of the Offender Management Act 2007 to carry out the duty under this subsection in relation to the local authority; and
- every local probation board, clinical commissioning group or any part of whose area lies within that area,

to co-operate in the discharge by the local authority of their duty under subsection (1) above.

(3) The local authority and every person or body mentioned in subsection (2) above shall have power to make payments towards expenditure incurred in the provision of youth justice services—

- by making the payments directly; or
- by contributing to a fund, established and maintained by the local authority, out of which the payments may be made.

In addition to this, the Act also states under **Section 39 Youth Offending Teams**, that:

(2) Two (or more) local authorities acting together may establish one or more youth offending teams for both (or all) their areas, acting in co-operation with the persons and bodies mentioned in Section 38 subsection (2) above.

(5) A youth offending team shall include at least one of each of the following, namely—

- an officer of a local probation services;
- **where the local authority is in England**, a person with experience of social work in relation to children nominated by the director of children's services appointed by the local authority under section 18 of the Children Act 2004;
- where the local authority is in Wales, a social worker of the local authority;
- a police officer;
- a person nominated by a clinical commissioning group or a Local Health Board, any part of whose area lies within the local authority's area;
- where the local authority is in England, a person with experience in education nominated by the director of children's services appointed by the local authority under section 18 of the Children Act 2004;
- where the local authority is in Wales, a person nominated by the chief education officer appointed by the local authority under section 532 of the Education Act 1996.

(6) A youth offending team may also include such other persons as the local authority thinks appropriate after consulting the persons and bodies mentioned in Section 38 subsection (2) above.

For further information the full act can be found at www.legislation.gov.uk; full details of this section of the Act can be found at [Part III Criminal Justice System: Youth Justice](#)

2.2 Statutory Responsibilities

Under the Crime and Disorder Act 1998 extract of **Section 38 Local provision of Youth Justice Services** above, NPS and YOS have a statutory duty to contribute to the delivery of youth justice services.

- (4) In this section of the Act, “Youth Justice Services” means any of the following, namely—
- the provision of persons to act as appropriate adults to safeguard the interests of children and young persons detained or questioned by police officers;
 - the provision of assistance to persons determining whether youth cautions should be given;
 - the assessment of children and young persons, and the provision for them of rehabilitation programmes;
 - the provision of assistance to persons determining whether youth conditional cautions should be given and which conditions to attach to such cautions;
 - the supervision and rehabilitation of persons to whom such cautions are given;
 - the provision of support for children and young persons remanded or committed on bail while awaiting trial or sentence;
 - the placement in local authority accommodation of children and young persons remanded to such accommodation under section 91(3) of the Legal Aid, Sentencing and Punishment of Offenders Act 2012;
 - the provision of reports or other information required by courts in criminal proceedings against children and young persons;
 - the performance by youth offending teams and members of youth offending teams of functions under sections 25 to 27 of the Anti-social Behaviour Act 2003
 - the provision of persons to act as responsible officers in relation to parenting orders, child safety orders and reparation orders and youth rehabilitation orders
 - the supervision of children and young persons sentenced to a youth rehabilitation order (within the meaning of Part 1 of the Criminal Justice and Immigration Act 2008);
 - the supervision of children and young persons sentenced to a detention and training order and supervision after the end of the term of such an order under section 256AA of the Criminal Justice Act 2003 (as applied by section 106B of the Powers of Criminal Courts (Sentencing) Act 2000);
 - post-release supervision in accordance with a licence
 - the implementation of referral orders

For further information the full act can be found at www.legislation.gov.uk; full details of this section of the Act can be found at [Part III Criminal Justice System: Youth Justice](#)

2.3 NPS Commitment

The NPS will as a minimum:

- Attend local YOS management Boards at a Senior Management level and identify a deputy with delegated authority to attend in absence.
- Provide resources to ensure that statutory responsibilities are met as covered in this document in section 5.1
- Follow the transition process as set out in the Y2A protocol.
- Allocate offenders to the appropriate Probation provider when transitioned from youth justice service.

3 Probation Instructions and Policy Considerations

All staff employed by NPS must be familiar with Probation Instructions (PIs). All such instructions are available on HMPPS Intranet and EPIC. Most instructions are unclassified and will be available to the public via the MOJ internet.

For ease the PIs that are relevant for working with children are:

- PI 19/12 Supervision of Young Offenders
- PI 31/14 Authorisation as office of a provider of probation services

- PI 07/14 Case transfers
- PI 05/14 Case allocation
- PI 02/14 Safeguarding of children and vulnerable adults
- PI 04/13 Serious Further Offences
- PI 03/13 Mandatory Use of ViSOR
- PI 01/11 The approval and implementation of policy and instruction
- PI 21/10 Information sharing agreement between police and probation

The following list of policies is provided for the reference:

- Joint National Protocol for Transitions in England January 2018 version 2 (EQuIP Doc 427)
- Modern Youth Offending Partnerships 2013(JYB)
- Working together 2015.

4 Research, Evidence Base and Thematic Reports

NPS will work to relevant policy and protocol both from within our own agency, the Ministry of Justice (details of which are available on the MOJ intranet) and those specifically relating to youth offending and youth to adult transitions. Examples include:

- HMIP thematic inspections and inspections of YOS.
- Children and children who sexually offend
- Youth resettlement report
- Youth to adult transition report
- Better outcomes working with young adult offenders
- The Lammy review 2017

NPS will also ensure staff are committed to developing practice based on lessons learned from Local Authorities adult and children serious case reviews, domestic violence homicide review, MAPPA serious case reviews and serious further offence reviews.

5 Resources

5.1 Resource Allocation

A review of YOS funding was commissioned in 2018, through consultation with YOTs, to make the formula used more reflective of the work undertaken by NPS secondees placed in YOT teams within England and Wales. The revised formula includes weighting to reflect complexity of cases and deprivation and acknowledges additional court, office and group duties.

In 2019, 50% of YOTs provided caseload data and data on additional duties currently undertaken by Probation Officers (POs) which, when applied to the new formula, calculated average caseload figures upon which to base the Resource Allocation.

Caseload:

The revised formula replaces the previous model which was based on an estimate of 10% of caseload/ 20 cases per PO. The new formula is a combination of caseload and complexity.

PO resource continues to be provided for case management, based on a revised average caseload of 12, equating to 0.6 FTE, with a 0.5 FTE minimum level of PO resource retained across all YOTs. Additional PO resource is added for complex cases - deprivation and youth violence. PSO resource is provided to undertake the additional duties currently undertaken by POs in YOTs and equates to 0.3 FTE. This is allocated at LDU cluster level (with a minimum cap of 0.2 FTE) for local determination of how this is used and to make management arrangements more sensible.

Complexity (Deprivation):

Inclusion of 6 factors for England and 7 for Wales were applied to the formula with equal weighting, reflecting their relevance to the work of the YOT's. With no existing criteria to determine the importance of any one of the factors over the others, they all carry an equal weighting within the formula.

Serious Youth Violence (SYV):

A higher instance of SYV is indicative of a more complex caseload. Data showing the proportion of offences relating to SYV has been provided by YJB. Provision has been weighted based on increments of 10% - i.e. 0-10% = L1 (5% provision); 11-20% = L2 (10% provision) etc.

Other Duties:

Probation Service Officer (PSO) resource is provided to undertake the additional duties currently undertaken by POs in YOTs. This is consistent with the use of this resource in the NPS and under OMiC. The data returns from YOTs showed an average of 1.7 days was spent on this type of work, equating to 0.3 FTE. PSO resource is allocated at LDU cluster level, to make management arrangements more sensible. Roles and responsibilities are set out in section 5 of this framework.

5.2 Interface with Community Rehabilitation Companies (CRCs)

The extension of supervision after release to twelve months will apply to all offenders sentenced to custody who are 18 or over at the point of release, including offenders sentenced to juvenile sentences. Provisions in the Offender Rehabilitation Act 2014 will enable either CRCs, the NPS or YOSs to supervise those aged 18 or over during the post sentence supervision period following both Detention and Training Orders and section 91 sentences.

Following the transition process, once a decision has been made to transfer a case from the YOS, the NPS will work with the seconded Probation Officer within the YOS to establish the appropriate allocation and will apply the case allocation system prior to the point of transition from youth to adult justice services. It will be the responsibility of the NPS to inform the CRC of a new case being allocated to them.

Under the probation reform programme, all offender management will transfer to the NPS from 2021 and the above arrangements will no longer apply.

5.3 Roles and Responsibilities in Partnership working

The NPS protects the public by working with offenders to reduce reoffending and harm. It works jointly with other public and voluntary services to identify, assess and manage the risk in the community of offenders who have the potential to cause harm. This includes a statutory responsibility to contribute to the delivery of Youth Justice Services as part of a multi-agency Youth Offending Service (YOS) to prevent and reduce offending by children and young adults, and specifically those who will transition into adult services. Providing dedicated qualified NPS staff with professional knowledge of their host agency to the YOT helps to support the ethos of a multi-agency team and our shared responsibilities to reduce serious harm and deliver the best possible service to the public, working together with partners, communities, and with those offenders under our supervision to change their lives through reform, rehabilitation and reparation to help build safer communities.

NPS Probation Directors and their NPS Heads of Local Delivery Units, will support this commitment through the effective deployment of resources, and engagement with the YOS and other key strategic partners to improve transitions and outcomes for young adult offenders, and ensure that the allocation of young adult offenders to the appropriate probation provider takes place.

The responsibilities of Directors and Heads of Service, together with other key roles, are set out below.

NPS Portfolio Lead

- Resource in accordance with minimum national requirements or above
- Identify a divisional lead
- Ensure NPS has appropriate representation at local YOS management Board, a senior leader or named deputy.
- NPS commitments & responsibilities to Safeguarding & CSE are met
- Recruitment Vacancy Tracker to be reviewed at each Board meeting

NPS Heads of Local Delivery Unit Area:

- Attend YOS management Board or delegate to the deputy manager
- Provide resource in accordance with minimum national requirements set out in this framework
- Ensure Recruitment to YOS secondees will be in line with divisional recruitment arrangements and all secondees have been vetted by NPS to the appropriate level prior to commencement of post with the YOS
- Secondment arrangements are managed in accordance with national & divisional agreements to include a named NPS link manager for all secondees
- Ensure national & divisional guidance is implemented at local e.g. PI05/14 Case Allocation; Joint National Protocol for Transitions in England version 2 (EQuIP Doc 427)
- Demonstrate strategic commitment to improving transitions through work with key partnership agencies
- Ensure completion of Vacancy Tracker, quarterly to coincide with YOGB, and submission to NPS.

NPS Link Manager:

- Provide primary link between seconded staff and NPS
- Maintain contact with secondees and their YOS manager to include three-way reviews at least quarterly
- To link with YOT Manager and complete SPDR.
- Ensure NPS secondees access NPS information, NPS news, national and divisional bulletins & briefings, PI's, relevant training events, and development opportunities to ensure professional knowledge and skill base is retained.
- Ensure national & divisional guidance is implemented at local level e.g. PI05/14 Case Allocation; Joint National Protocol for Transitions in England version 2 (EQuIP Doc 427)
- Where operational/performance matters arise the NPS link manager will be responsible for working with the YOT link manager, and secondees, to address these in accordance with the relevant NPS PI's.
- Adhere to and complete SOP and Shared Service records where required e.g. Absence from work; special leave
- First point of contact for local dispute resolution
- No later than 6 months before the planned end of the secondment period (three years) prepare the secondee for return to the NPS Division, to include identification of training and development needs, and provision of vacancies.
- Demonstrate management commitment to improving transitions through work with secondees, YOS & key partnership agencies
- When a vacancy arises, will be responsible for reviewing the vacancy, jointly with the YOS link manager, and receive approval from Head of LDU to recruit to the vacancy in accordance with divisionally agreed recruitment process and procedures.
- Ensure that the secondee understands and meets with required NPS health & safety procedures - and complies with specific health & safety procedures relating to the work of the YOS.

YOT Manager

- Provide line management to the YOS Secondee
- Allocate work appropriate to secondee in line with roles below
- Maintain contact with NPS link manager
- First point of contact for local dispute resolution
- When a vacancy arises work jointly with NPS in the recruitment process and ensure timely completion of Vacancy Tracker
- Ensure Secondees have an induction
- Approve Leave of secondee

NPS YOS Secondee:

The role will be in accordance with the generic job description for NPS PO's and PSO's but will include the following relevant to the specialist role & commensurate to grade: -

PO's

- Case management of high risk/likelihood of re-offending cases: assessment, planning and delivery of interventions including specialist work i.e. sex offender
- To act as in house 'expert' on MAPPAs and assessing risk of harm.
- NPS reference point and liaison with home agency
- Prepare Youth Offending reports
- Hold cases identified for transition to Probation
- Responsibility for managing transition
- Undertake allocation to Adult Services for transition cases
- Liaison and sentence planning with CRC and NPS regarding transition cases
- On site access to NPS IT to help with background checks.
- Acting as referrer to NPS interventions
- Identification of Care leavers and establishment of working links with the Social worker in Local Authority
- Maintain timely, accurate and concise recording on the YOS data base and Ndelius
- Keep up to date with NPS developments, policy & procedures and new legislation and maintain links with NPS link manager and local teams.
- Provide evidence of any travel and subsistence claims to YOS manager and Link manager to enable correct recharge
- Understand and follow procedures around Restorative Justice interventions in line with YOS procedures
- Act as a point of contact for NPS Victim Liaison Units regarding cases eligible for Victim Contact Service (VCS) involvement
- Any other duties commensurate with role

PSO's

- Court work. Saturday Court work needs to be by agreement with the secondee as it does not form part of their current contract. Where in agreement the secondee can claim via the SOP system.
- Office duty
- Running and supporting programmes
- Case management support
- Any other duties commensurate with role

5.4 Other Resource Considerations

Length of secondment for all YOS secondees will be a maximum period of three years (2+1), in line with Civil Service Commissioner rules. Six months prior to the end of the secondment period a three-way meeting between YOS manager, NPS link manager and secondee must take place to draw up a plan for the return of the secondee and start the recruitment process for a replacement.

YOS will provide seconded staff with an appropriate work area, including desk, telephone and appropriate ICT equipment. Administration to be provided by YOS.

NPS will provide seconded staff to be provided with NPS laptops to enable access to NPS systems.

A seconded member of staff will remain the employee of NPS who will be required to ensure that the employee is supported at YOT with any reasonable adaptations required as part of an OHU or DDA/ Access to Work based assessment. YOT will facilitate NPS staff in receiving and having access to these assessment and adaptations. NPS will be required to fund any adaptations or 'reasonable adjustments' required, YOT to invoice NPS for the cost of any equipment required.

Travel and Subsistence, YOS probation secondees travel and subsistence will be funded by NPS as part of the statutory contribution. The procedure for payment will be that the secondee will claim through the standard HMPPS procedure via SOP. Management controls will need to be in place for approval of travel and monitored accordingly. Secondees must follow PI02/16 Offender travel. YOS secondees must get sign off for expenses by YOS manager before submitting and record of authorisation kept for both NPS and YOS finance.

Overhead contribution, for all probation officers seconded to YOS, as part of the NPS contribution NPS will play a set rate of £5000 per Probation Officer (PO) secondee's only. For example, this means that if a YOTs resource is 1.5 probation Officer the YOT will need to invoice NPS for £10,000. This contribution is not applied to Probation Service Officers (PSO's).

5.5 Recruitment

Following best practice for partnership working, recruitment to the role of secondee probation officer must be undertaken jointly. NPS will need to follow the correct recruitment and vetting policies with shortlisting and interview panels undertaken jointly with the YOT manager. Regardless of the number of candidates, an interview must take place to assess the applicant's suitability for the post.

Where there are no applicants the YOT manager is to be made aware of this and a discussion held with the NPS lead. The below is the staged process that must be adhered to.

- Stage 1 – NPS provide an existing Probation Officer(s) and Probation Service Officer(s) (Probation Resource) into the YOT role
- Stage 2 – If no Probation Resource is available, NPS to make use of operational agency temporary worker to back fill to allow Probation Resource to be released to YOT
- Stage 3 – If there is still no Probation Resource to be released then operational agency temp to be used to fulfil the secondment
- Stage 4 – Where there are no operational temporary staff available, and the vacancy has been unfilled for a maximum period of 3 months, then YOT manager is to be informed and where possible, YOT to secure a temporary staff member appropriate to the role and invoice NPS for the cost of this temporary staff member to the NPS. (NPS SPOC to provide details of business hub where this is required). YOS would fulfil vetting for such candidates through their own internal processes.
- Stage 5 – Following a further period of 1 month, with evidence from YOS that the vacancy remains unfilled by either Probation Officer/PSO or YOT appointed appropriate temporary staff, NPS will provide reimbursement in lieu of the vacancy being filled. Funding will not be provided to replace fractional PSO resource that cannot be filled due to local arrangements.

There are a number of conditions that also need to be adhered to with regard to this process:

- There must be a clear evidence trail which is easily able to demonstrate the timescales and efforts to follow each of the staged processes
- Stage 4 needs full liaison between NPS and YOTs with an understanding of costs associated with appropriate temporary staff
- The cover must be temporary and not employed as NPS must continue to source Probation resource to fulfil this role
- Each divisional SPOC for NPS will be responsible for reporting back on vacancy management to the Governance Board demonstrating efforts to ensure that recruitment continues to be sourced for the YOT secondments
- Vacancy Tracker must be completed and submitted to NPS by YOT managers/LDU Heads (quarterly, at least 1 week prior to YOGB meeting) demonstrating efforts to ensure recruitment continues to be sourced for YOT secondments and to provide evidence for reimbursement at Stage 5, where necessary.

5.6 Maternity and long-term sickness absence cover

NPS has a statutory responsibility to provide a Probation resource to YOS. Therefore, if a secondment member of staff goes on maternity leave, the NPS have responsibility to ensure cover is provided.

Staff sickness needs to be managed at a local level, as any action to be taken will depend on the length of sickness. Where there is an issue of long-term sickness, the YOT manager and the NPS lead will need to agree a suitable solution.

In both circumstances where agreed that cover is required, the staged process above must be adhered to.

6 HMPPS in Wales

HMPPS in Wales (HMPPSiW) was established to develop an integrated approach to managing offenders in Wales both in prisons and in the community. HMPPSiW works closely with Welsh Government (WG) to ensure that services delivered to offenders are closely aligned with the growing body of WG legislation and policy, which impact upon offenders' lives.

HMPPSiW also works closely with a wide range of partners including the Voluntary sector, Local Authorities, the Courts, Police, Police and Crime Commissioners, Youth Justice Board (YJB) Cymru and Youth Offending Team Managers Cymru (YMC) in order to develop a joint approach to working with offenders to reduce re-offending and harm.

The policy context in Wales which guides partnership working in relation to youth offending services is set by 'Children and Young People First 2014', the Welsh Government/Youth Justice Board joint strategy to improve services for children from Wales in or at risk of becoming involved in the youth justice system, the Welsh Government and Ministry of Justice 'Youth Justice Blueprint for Wales (2019)' and the 'Framework to support positive change for those at risk of offending' 2018-2023.

These strategies recognise the distinct needs of children and young adults and promote the development of improved responses to service users throughout the criminal justice process from diversion, where appropriate, through to transition from youth to adult services and to supporting desistance from offending behaviour.

HMPPSiW partnership work with YJB Cymru and YOT Managers Cymru includes a specific focus on implementing the Youth to Adult (Y2A) Transitions (Wales) Principles and Guidance, which routes the transition of children in the youth justice service into Integrated Offender Management (IOM) Cymru arrangements.

In cases where reference to the Wales: Youth Offending Service Partnership Framework is required, please contact: wales.info@justice.gov.uk

7 Cross Reference to other NPS Partnership Frameworks

Other relevant NPS partnership frameworks are listed below:

- Adult Safeguarding
- Children Safeguarding
- MARAC
- MASH
- Local Criminal Justice Board
- Personality Disorder
- Domestic Homicide reviews

All can be found on NPS Intranet. Should YOS staff wish to see these, YOS secondees will be able to provide them.

8 Induction and Training

The NPS recognises the unique role local Youth Offending Services play in realising a joint vision, mission and key outcomes in working with children who offend. All NPS staff seconded to the YOS may need to secure additional professional knowledge and expertise to ensure that defensible and appropriate decisions are made when working with children. They need to recognise that children who offend bring different issues, challenges and opportunities. The principles of good transition need to be firmly understood and embedded in practice. NPS staff working within local YOS teams are required to support and engender stakeholder links, having regard for legislative professional expectations and the most recent guidance and access to training.

Induction for NPS secondees will be required and should for example include ICT, assessment tools. Skills and knowledge of working with children who offend will vary, training should be made available to ensure NPS seconded staff are able to undertake their day to day tasks and meet statutory requirements. The following are the categories of training/awareness which may be required by the secondee:

- Assessment and Intervention
- Working with Children and Families
- Safeguarding
- Youth Justice process and sentencing framework

Individual need to be assessed and recorded in the Staff Performance and Development Record (SPDR) as part of the staff members' development. Where this is identified, NPS staff are to be released for mandatory/critical training. The YOS will retain overall responsibility for monitoring the seconded NPS staff's performance and development through the period of secondment. NPS, as employer, will hold ultimate accountability for the capability of their staff. However, staff must be released to attend appropriate NPS training or briefing to keep up to date with changes. Both YOS and NPS are to maintain a record of all training attended by NPS secondees and this must be included in the individual appraisal/SPDR.

9 Dispute and Escalation

9.1 Where there is dispute in relation to the details in this framework, in the first instance the issues should be raised between the YOS manager and the NPS link manager. Where the issues cannot be resolved within 28 days from when the dispute was raised, the issue should be escalated to Head of LDU and Senior Manager of YOS to resolve. Following this any disputes that are escalated to Head of LDU and Senior Manager of YOS the NPS divisional SPOC must be made aware so that this can be raised at the YOS Governance Board to ensure that the issues and outcome is managed and resolved. In all such cases HMPPS policies should be adhered to.

The Governance Board is chaired by the NPS Portfolio lead and is a multi-agency board made up of NPS, YJB and AYM. The Board meets on quarterly basis and Terms of Reference are available on request via the NPS divisional SPOC. The membership is as follows for all NPS staff email contact details are name.surname@justice.gov.uk unless otherwise stated below.

- Andrea Bennett, NPS North West Regional Probation Director
- Valerie Watkin, NPS Partnerships and Contracts Senior Manager
- Cheryl de Freitas, Youth Justice Board (Cheryl.defreitas@yjb.gov.uk)
- Mike Rees, Association of YOT Managers (AYM) (mike.rees@n-somerset.gov.uk)
- Louise Johnson, NPS North East YOS lead
- Sarah Ward, NPS North West, YOS lead
- Andy Wade, NPS Midland, YOS lead
- Hannah Griffith, NPS Wales, Joint YOS lead
- Heather Nicholls, NPS Wales, Joint YOS lead
- Mark Burden, NPS South East and Eastern, YOS lead (mark.burden1@justice.gov.uk)
- Jon Nason, NPS South West South Central, YOS lead
- Patsy Wollaston, NPS London, YOS lead
- Sue Walker, YJB North West Head of Innovation & Engagement (susan.walker@yjb.gov.uk)

Paul Caswell
Head of Youth Offending and Community Safety

Signature:



Date: 27.04.2021

Joanne Atkin
Head of Humberside NPS (North and North East Lincolnshire LDU)

Signature:



Date: 27.04.2021

Becky Bailey
Community Director, Greater Lincolnshire, Interserve (Justice)
The Humberside, Lincolnshire & North Yorkshire Community Rehabilitation Company Ltd

Signature:



Date: 04.05.2021