

**Title of meeting:** Cabinet

**Date of meeting:** 9<sup>th</sup> February 2017

**Subject:** Review of the Portsmouth Youth Offending Team  
Three Year Youth Justice Strategic Plan 2014-17

**Report by:** Adam Shepherd, Service Leader South Locality and Youth  
Offending Team

**Wards affected:** All

**Key decision:** No

**Full Council decision:** No

---

## **1. Purpose of report**

- 1.1. To share with the Cabinet details of Portsmouth Youth Offending Team's annual review of the three year Youth Justice Strategic Plan (Appendix 1)

## **2. Recommendations**

- 2.1. That Cabinet notes the achievements made by the Youth Offending Team in implementing the plan and endorses the priorities for the team and Management Board in maintaining high levels of practice and performance.

## **3. Background**

- 3.1. The 3 year strategic plan was shaped in accordance with operational priorities following poor inspection report received in February 2014. A further inspection in September 2015 noted significant improvement
- 3.2. Progress has been made against the following outcomes:
- a) First time entrants in to the Criminal Justice system continue to reduce
  - b) Re-offending remains static according to the national data. The Live Tracker used shows a more positive picture, but does not include data of those who reoffend post 18 years of age.
  - c) The use of custody has remained constant over the last 2 years, we remain below our comparator average but slightly higher than the national average.

- 3.3. The Youth Offending Team is now further integrated within Children Social Care being managed along with the South Locality Team following the transformation of Children's Services in April 2016.
- 3.4. The strategy review was endorsed by the Portsmouth Youth Offending Board and submitted to the Youth Justice Board who have accepted the plan and commented:
- The good performance against the FTE national indicator and the positive impact of the triage process.
  - The citywide implementation of an RJ approach and the depth of knowledge you have developed.
  - The work to develop desistance knowledge and understand factors.
  - The conviction to hold management board members to account
  - The effort of the team to achieve the aims of the improvement plan
- 3.5. It was noted previously that the next review would need to make clear costed proposals to transform the Youth Offending Team in the context of:
- a) Falling caseloads
  - b) Budget savings
  - c) Multi-Agency Teams
  - d) The Ministry of Justice's national review of Youth Offending Teams

The Youth Offending Team is now co-located alongside the Multi-Agency Teams and budget savings have been achieved. The strategic plan follows criteria set down by the Youth Justice Board.

#### **4. Reasons for recommendations**

- 4.1. The contents of the plan are a statutory responsibility for the Local Authority.

#### **5. Equality impact assessment**

- 5.1. An equality impact assessment is not required as the recommendations do not have a disproportionate negative impact on any of the specific protected characteristics as described in the Equality Act 2010 for the following reasons:

- This is a statutory requirement for us to produce Youth Justice Strategic plan under Section 40 of the Crime and Disorder Act 1998
- The Youth Justice plan is an annual review to ensure the plan is up to date and relevant, various agencies and bodies have had the opportunity to comment on the review of the strategy for example: the YOT management board.

- The overall aim of this review is to update on the progress made within the strategic plan to date and to make clear the objectives, priorities and necessary changes that are still required to improve service delivery within the YOT
- The review does not include any changes to the service provision or policy so an EIA is not required in this instance.

## **6. Legal implications**

6.1. Section 40 of the Crime and Disorder Act 1998 states:

(1) It shall be the duty of each local authority, after consultation with the relevant persons and bodies, to formulate and implement for each year a plan (a "youth justice plan") setting out:

- (a) How youth justice services in their area are to be provided and funded; and
- (b) How the youth offending team or teams established by them (whether alone or jointly with one or more other local authorities) are to be composed and funded, how they are to operate, and what functions they are to carry out.

6.2. There are no other legal comments save that the current plan is consistent with the above section to ensure that the Council complies with the statutory obligation to have a Youth Justice Plan in place and to review the same

## **7. Director of Finance's comments**

7.1. The YOT budget for 2016/17 reflected the new management structure and cost savings resulting from both the specific review of YOT budgets and the integration arising from the wider safeguarding "transformation" implemented in April. The Portsmouth Youth Offending Board are aware that the strategic plan needs to be delivered within the constraints of the budget, and that the budget is currently being pressured by reducing grants and savings requirements. The financial position is monitored by the YOT Board on a quarterly basis.

Signed by: Alison Jeffery, Director of Children's Services

### **Appendices:**

Appendix 1 - Youth Justice Strategic Plan 2014-17: Annual Review September 2016

**Background list of documents: Section 100D of the Local Government Act 1972**

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

Title of document	Location

The recommendation(s) set out above were approved/ approved as amended/ deferred/ rejected by ..... on .....

.....  
Signed by:





# **YOUTH JUSTICE STRATEGIC PLAN 2014-17**

**Annual Review September 2016**

**(As required under S40 of the Crime and Disorder Act 1998)**

## **CONTENTS**

<b>Introduction</b> .....	3
<b>Structure and Governance</b> .....	6
<b>Resources and Value for Money</b> .....	9
<b>Risk to Future Delivery against the youth justice outcome measures</b> .....	11
<b>Priorities for the next 12 months</b> .....	12

## **Introduction**

The principle aims of the Portsmouth Youth Offending Team (PYOT) and its partners are to prevent offending, reduce re-offending by young people and reduce the numbers of young people going to custody.

This document should be read in conjunction with the 2014-17 Portsmouth Youth Justice Plan submitted in the Autumn of 2014 in line with statutory requirements (as required under S40 of the Crime and Disorder Act 1998) for the Portsmouth Youth Offending Team (PYOT). The PYOT is a partnership between Portsmouth City Council, Hampshire and IoW Constabulary, the National Probation Service and Health.

The overall aim of this review is to update on the progress made within the strategic plan to date and to make clear the objectives, priorities and necessary changes that are still required to improve service delivery within the YOT.

The challenges facing Portsmouth centre upon the need to:

1. Reduce reoffending
2. Protect the public and actual or potential victims
3. Maintain effective governance and partnership arrangements
4. Protect children and young people and reduce their vulnerability
5. Ensure that young people serve their sentence



In order to face these challenges the partnership retains and pursues an ongoing commitment to team development, rigorous Quality Assurance and comprehensive scrutiny via the PYOT Management Board.

There is no prescriptive guidance about the format of this review, but the Youth Justice Board requires the following areas to be covered:

1. Introduction (to cover specific mandatory information required by Youth Justice Board)
2. Structure and Governance (including partnership arrangements)
3. Resources and Value for Money
4. Risk to Future Delivery against the youth justice outcome measures

Following on from a positive inspection in June 2015 staff morale has improved and the team is currently fully staffed. The post-inspection improvement plan has been incorporated into the service business plan and has recently been reviewed and submitted to the YJB. The YOT remains a specialist service within Children's Social Care, but since April 2016 has been better aligned with the multi-agency locality teams so as to promote closer, joined up working arrangements.

Summary of Achievements:

- i. Full implementation of AssetPlus with all staff trained to use this model.
- ii. The Team is now fully staffed.
- iii. Improved communication due to co-location with the Multi Agency Teams and improved integration into the wider children's workforce.
- iv. Cost savings were achieved by changes to the management structure and there were no cuts to the frontline practitioners and their team leaders.
- v. Performance reporting has been reviewed with the YOT Management Board and revised to make greater use of current local data (live reoffending tracker) and to concentrate the performance indicators on key objectives.
- vi. A monthly team scorecard is in production which will assist the team to focus on priorities.
- vii. We have a decreasing trend for first time entrants and compare favourably to national and statistical neighbour data.

### Innovative Practice

Youth Justice is now integrated within the broader Children's Social Care service and the multi-agency locality teams with full representation at all management and staff forums. PYOT has access to regular clinical supervision from Forensic CAMHS, this includes expertise in sexually harmful behaviour. Triage is now fully embedded within PYOT having a positive impact on first-time entrants.

Portsmouth City Council is currently implementing Restorative Approaches across its entire Children's Service workforce and PYOT is able to share its training and offer consultancy.

The transformation in Portsmouth City Council Children's Service has achieved financial savings with the YOT in a time of reducing budgets. This has protected front-line practitioners and highly experienced first-level supervisors involving a move to an operational manager with responsibility for the YOT and South Locality Children's Social Care and a Head of Service responsible for Assessment and Intervention services. The YOT and South Locality Team is co-located with Barnardo's, Troubled Families, Health Visiting, Occupational Health and school nurses and has closer links with wider Children's Service workforce, which brings opportunities for increased and improved joined-up working.

### The Partnership's Response to Thematic Inspection Reports Published since the Strategic Plan was submitted

- *Accommodation of Homeless 16 and 17 year olds* - This is a key feature of the performance and accommodation suitability is tracked. Numbers are low and post custodial plans are a priority within the team. Clear links are in place with teams within CSC and the wider Children's Service workforce to support good communication and clear planning.
- *Referral Orders - Do They Achieve Their Potential?* - This reinforces the service's commitment to effective use of referral orders. Volunteers receive appropriate training and supervision, and panel is well attended and effective. Timeliness of initial panel meetings is tracked via performance reporting. Referral orders are reviewed as appropriate.

- *Desistance and Young People* - The importance of Desistance as a consideration of all the work within the team is supported by the team having undertaken Desistance Training. AssetPlus is fully embedded within the team and its design around Desistance is informing further understanding of the Desistance factors.
- *Transition Arrangements to Probation* - Portsmouth as a unitary authority has a relatively small number of young people who offend, however we meet with Probation, NPS and CRC on a quarterly basis to discuss upcoming transitions. We will then liaise directly around the time of transition to work in line with the pan-Hampshire Y2A transition protocol, which has been reviewed in line with this audit.

## **Structure and Governance**

PYOT is overseen by The YOT Management Board chaired by a Superintendent from Hampshire Constabulary with the vice chair being Deputy Director for Children's Services, Children's Social Care also the management board meet on a quarterly basis to review and monitor performance, budget and partnership working relationships. The structure and governance of the board remains unchanged from the Strategic Plan 2014-17.

The management of the Youth Offending Team has changed through a transformation within Children's Services in April 2016. The two highly experienced Team Leaders remain in post, supported by a third Team Leader with a remit for quality and audit. The Head of Service for YOT is now Sarah Lewis, Head of Assessment and Intervention Services with the Operational Manager, Adam Shepherd, Service Leader for South Locality and city wide Youth Offending Team.

The Operational Manager has received induction support from the Head of Hampshire YOT, mentoring from the IoW YOT manager, significant support from experienced Team Leaders, the chair of the YOT Board and police colleagues.

PYOT has clear strategic links with PSCB (Portsmouth Safeguarding Children Board). The Deputy Director of Children's Services - Children's Social Care attends the Board and represents the YOT. YOT provide an annual update for the PSCB along with sharing information quarterly for the PSCB data set. The online safety officer to the PSCB is situated within the YOT.

YOT has strategic links to the prevent agenda. David Richards, Service Leader MASH attends the Prevent Board and Channel Panel representing Children's Social Care, including PYOT. PYOT has fully implemented AssetPlus, which allows the youth offending team to track that this issue has been considered within our work.

### Partnership arrangements

PYOT has good links with Troubled Families, including intensive family support through the Barnardo's Family Intervention Project. Out of Hours Court is a shared responsibility with Hampshire YOT and PYOT operates the Junior Attendance Centre for the South of the County. Appropriate Adult services are the only commissioned service and provided by The Appropriate Adult Service (TAAS). This has recently been subject to retendering. PYOT is represented on Children's Trust, PCSB, and the MAPPA delivery Group.

Health provision with YOT continues to be well supported through CAMHS and public health with our substance misuse service

## Resources and Value for Money

PYOT has a budget of £636,300 for 2016/17 with 21 staff. The largest percentage of the PYOT budget is from the Local Authority (51%) the YJB grant equals 27% and OPCC funding equals 12%. Probation provides 1 full time member of staff and £5,000, the Police provide one officer and one FTE administrator. Public Health provides a part-time substance misuse worker and CAMHS provide a part-time nurse (32 hours).

Portsmouth City Council run the Junior Attendance Centre and receives a grant of £42,800 and in addition to the above, pays for a manager for the JAC and 3 staff.

Budget savings were achieved by management structure changes leaving front-line services untouched.

Custody remains low and first time entrants are reducing.

### Budget

Expenditure	
➤ Staffing Costs	£462,400
➤ In Kind Staffing	£76,600
Central Costs	
➤ Premises	£400
➤ Transport	£14,600
➤ Supplies and Services	£46,500
➤ Third Party Payments	£35,800
<b>Total</b>	<b>£636,300</b>

Funding

YJB Funding	£171,500
OPCC (excl Crime Prevention)	£76,600 (in kind)
OPCC (Crime Prevention)	£47,600
Other incomes	£10,000
PCC Base Budget	£256,000
PCC Contingency Funding	£69,600
Probation	£5,000
<b>Total</b>	<b>£636,300</b>

Junior Activity Centre

Expenditure	
➤ Staffing	£30,800
➤ Other	£14,300
Total	£45,100
Funding	
➤ YJB Funding	£45,100

Risk to Future Delivery against the Youth Justice outcome measures

1. Future reduction in financial or partnership resources - the YJB grant has potential to be subject to an in-year reduction and the amount of grant for 2017/18 is unknown. This makes forward planning difficult.
2. Not having the appropriate members at the YOT Management Board who can commit to contributions required.
3. A failure to decrease the reoffending rate could result in a lack of confidence in the work of the YOT and contribute to the current risk assessment that says Portsmouth is a priority concern to HMIP.
4. A new management structure that is biased towards social care as opposed to youth justice.
5. CAMHS maternity cover could be seen to reduce available resource to children.

These risks will be mitigated by:

1. Robust financial planning and continued development of shared resources with partner agencies.
2. Monitoring of YOT Management Board attendance by the chair with appropriate follow up if there is non-attendance.
3. Use of the local reoffending tracker, to be enhanced to mirror national statistics with the inclusion of post-18 offending over the 12-month period. Active use of triage and reduction in use of non-association requirements within ASBO has positively impacted on reoffending rate.
4. AssetPlus, which is fully implemented in PYOT is designed on desistance research and we will monitor its effectiveness in guiding a reduction in reoffending across Portsmouth.
5. Significant experience within the Team Leaders and the front-line practitioners. Induction support from Head of Service of Hampshire YOT and direct mentoring via an experienced YOT manager.
6. Access to clinical supervision and support from a Consultant Psychiatrist at Forensic CAMHS. Access to LAC CAMHS practitioners and agreed fast track for referrals of concern, which will be directly monitored by Head of Service and Head of CAMHS. CAMHS and PYOT are currently how best to utilise the CAMHS role in YOT, which CAMHS have agreed to continue to fund.





**Priorities for the next 12 months**

<b>Outcome</b>	<b>Service Activity</b>	<b>Team lead officer</b>	<b>Target</b>	<b>Actions</b>
<b>1. Young people not to reoffend</b>	Assessments	Case holder	Live Tracker to be <20%	Regular good quality AssetPlus assessments.
	Offending behaviour programmes	YOT		Selection of group and 1-1 work and reparation.
	QA of work undertaken	Service/ Team Leader		Clear audit trail to evidence quality and effectiveness of work, including implementation of AssetPlus QA tool.
<b>2. To reduce first-time entrants to criminal justice system</b>	Triage	Police/ YOT	Rate of entry per 100,000 to be under 300	Weekly triage meetings. Regular review of Triage effectiveness.
	Risk Mapping Database	Gail Lennan		Database being expanded to cover the MET process. Share relevant information across agencies.



Outcome	Service Activity	Team lead officer	Target	Actions
<b>3. To continue to work towards young people not needing to receive custodial sentences</b>	Offending behaviour programmes  Assessments        Court reports	Service/Team Leaders        Case Holders	Less than 8 young people per year receive custodial sentences	Good quality assessment and plans to address needs, risks and vulnerabilities. To produce robust interventions.        Good quality reporting to Court with clear and robust community intervention plans.
<b>4. To have a skilled workforce, with the knowledge and skills to carry out the work</b>	Social Work Matters Academy/ Learning and Development  Staff Supervision  Regular Team Meetings    Having students within the team	Service Leader  Service/ Team Leader  Service Leader	90% monthly  Fortnightly	AIM training to be commissioned.  RJ conference training to new practitioners and volunteers.  Commission Motivational Interview Training.  Annual PDRs.



Outcome	Service Activity	Team lead officer	Target	Actions
<b>5. Ensure ethnicity, cultural/religious needs and disability are considered and understood in the work we do</b>	Equality and Diversity Training Core+ Case Management	Service/Team Leaders  YOT practitioners		To be appropriately recorded.  Monitored through weekly caseload report.
<b>6. Evidence that views of children and families are shaping the service delivery</b>	Complaints are responded to within timescale  Child and family views recorded in AssetPlus  User feedback is sought and acted upon  Viewpoint	Service/Team Leaders  Case Holders  YOT practitioners  Team Leader	90%  100%  57 feedbacks	Complaint investigated and response sent.  YOT practitioner seeks view of child and family in AssetPlus.  Discussion with Service users.  Use of Viewpoint.  Closure feedback.  Compliments and complaints.



Outcome	Service Activity	Team lead officer	Target	Actions
<p><b>7. Integrated response to young people going missing from home, at risk of exploitation and trafficked young people</b></p>	<p>Representation at MET Meeting</p> <p>Staff to have awareness and understanding of missing/ CSE/Trafficked Protocol</p> <p>Completed vulnerability assessments on all children identified as at risk of missing/CSE/Trafficking.</p> <p>Risk Mapping Database</p>	<p>Service/Team Leader</p> <p>Case Holders</p> <p>Substance Misuse Worker</p>	<p>100%</p>	<p>MET to remain on fortnightly team meeting agenda.</p> <p>Practitioners to give good quality and relevant feedback for MET.</p> <p>Expand database to correlate with information on MET spreadsheet to reduce need for both.</p>
<p><b>8. Tasks achieved in line with National Standards</b></p>	<p>Assessments - AssetPlus</p> <p>Contacts</p> <p>National Standards Audit</p>	<p>Case Holder</p> <p>Head of Service/ Service Leader/Team Leaders</p>	<p>90%</p>	<p>Completed by Case Holder.</p> <p>Young Person to be seen in line with their status.</p>