

**Title of meeting:** Cabinet

**Date of meeting:** 5<sup>th</sup> November 2015

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

**Report by:** Jon Gardner, Portsmouth Youth Offending Team Manager

**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 first 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.
- 3.2. Progress has been made against the following outcomes:
- a) First time entrants in to the Criminal Justice system has not increased according to local data.
  - b) Re-offending has reduced.
  - c) The use of custody has been significantly reduced.
- 3.3. The recent inspection report received in September 2015 noted significant improvements with activity in Portsmouth to manage offending behaviour and safeguarding these vulnerable children.
- 3.4. The strategy was endorsed by the Portsmouth Youth Offending Board in September 2015, but it was noted 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

3.5. 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 (EIA)**

5.1. This has been completed.

#### **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 Portsmouth Youth Offending Board are aware that the strategic plan needs to be delivered within the constraints of the budget, and that budget is currently being pressured to deliver savings contributions. As a consequence the financial provision will need to be kept under close review during the period covered by the plan.

Signed by: .....

Sarah Newman, Acting Deputy Director of Children's Services, Children's Social Care

**Appendices:**

**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:

<b>Title of document</b>	<b>Location</b>
Youth Justice Strategic Plan 2014-17: Annual Review August 2015	Appendix 1

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

.....  
Signed by: Name and Title



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

**Annual Review August 2015**

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

## **CONTENTS**

- 1) Introduction
- 2) Structure and Governance (including partnership arrangements)
- 3) Resources and Value for Money
- 4) Risks to Future Delivery Against the Youth Justice Outcome Measures
- 5) Priorities for 2014-17

Appendix 1 SPP Strategic Assessment- Young People at Risk

Appendix 2 Updated Implementation Timetable

Appendix 3 PYOT Management and Governance Arrangements

Appendix 4 2014/15 Budget

Appendix 5 Asset Plus Implementation Plan

Appendix 6 Structure Chart - This has been removed due to containing sensitive data

***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, Health and the Safer Portsmouth Partnership, which remains the lead partnership for youth offending within the city.

The Portsmouth YOT was created in April 2012 following the disaggregation of Wessex YOT. An extract from the "Young People at Risk" section of the most recent Safer Portsmouth Partnership Strategic Assessment is attached at appendix 1.

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**

It is worth noting that 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**

## 1) Introduction

### Summary of Achievements

Progress against the milestones set in the 3 year plan implementation timetable can be found in Appendix 2. In addition to this, the YOT has made the following progress in relation to the 3 year plan's strategic priorities;

#### a) To implement a comprehensive Workforce Development Programme to underpin, develop and sustain a high quality Youth Offending Team

- **The YOT has been successfully re-inspected by HMIP Probation:** All areas of concern raised in the critical Inspection Report of February 2014 were robustly addressed through an ambitious Inspection Improvement Plan which was signed off by the YOT Management Board in June 2015. This progress was recognised by the HMIP Inspectors in their Report of August 2015 which identified that significant progress had been made:

Reducing Re-Offending	70%	★ ★ ★
Public Protection	76%	★ ★ ★
Protecting the Child and Young Person	85%	★ ★ ★ ★
Ensuring the sentence is served	86%	★ ★ ★ ★
Interventions	75%	★ ★ ★
Governance and Partnerships	N/A	★ ★ ★

- **The YOT has been subject to a successful Peer Inspection by colleagues from the Youth Justice Sector:** In October of 2014 the Youth Offending Team was subject to a Peer Review undertaken by a team of Youth Offending Teams from around the country. The peer review team highlighted a number of challenges but also a large amount of positive and effective practice with service users. Some actions emanating from the Peer Review have already been implemented. Others are included as objectives within this review document
- **The YOT has continued to develop workforce processes and systems in accordance with an effective workforce development strategy:** Staff have continued to access training opportunities offered and the skills, performance and creativity of the workforce were recognised by the inspectorate. Work has been undertaken to ensure greater compliance with National Standards which has been quality assured by the management team in line with robust and well developed quality assurance processes.

**b) Achieve a long term sustained reduction in re-offending and custody**

- Reduced both custodial sentences and remand numbers of young people:**  
 Numbers of Portsmouth Young People entering custody has been steadily reducing in the last 12 months. Performance data in relation to the National Key Performance Indicator of Custodial Rates now places Portsmouth below the National Average.

Figure 1

Quarter	Number of Custodial Sentences (rolling 12m period)	Rate per 1,000
<b>Q1 14/15</b>	6	<b>0.35</b>
<b>Q2 14/15</b>	9	<b>0.53</b>
<b>Q3 14/15</b>	8	<b>0.47</b>
<b>Q4 14/15</b>	6	<b>0.35</b>

In addition, remand to custody rates have been impressively dropping; with only 5 new episodes starting in 2014/15; compared with 13 in 2013/14 and 24 in 2012/13. This reduction has been achieved by the successful targeting of high risk young people, robust and effective workforce development and the implementation of the actions highlighted in the Implementation Timetable (Appendix 2).

- Continued to proactively tackle re-offending rates in the city:** Since July 2014, the Portsmouth Youth Offending Team has made extensive use of the YJB Live Re-Offending Tracker Tool. It has enabled the YOT Management Team to effectively target specific individuals in "real time" who are identified as posing a potential risk of re-offending. The data has also enabled the YOT to identify challenges posed by processes previously outside of our control (ie the pattern of offending by those who breached ASBOs led to a review of local processes). Early signs are good and after 12 months of data Portsmouth's binary re-offending rate is significantly below the predicted National Average whilst the frequency rate is equitable to the predicted National Average. The caveat to this is that this is not nationally recognised PNC data and there may be discrepancies In relation to performance against the National Re-Offending Indicator Portsmouth continues to remain below the National Average but the three year trend, despite an increase in Q4 (particularly in relation to binary data) has been downwards.



**Figure 2**

Quarter	Cohort Size	Re-offenders within 12 months	Re-offences within 12 months	Offences per offender	Proportion of YPs who re-offend
Q1 (14/15)	304	138	550	1.81	45.4%
Q2 (14/15)	277	123	506	1.83	44.4%
Q3 (14/15)	244	103	424	1.74	42.2%
Q4 (14/15)	226	103	407	1.80	45.6%

### **c) Reduce First Time Entrants into the Youth Justice System**

- **The YOT has introduced a new Triage Process in April 2015 to tackle the increase in First Time Entrants Rates:** According to the nationally published data, First Time Entrants rates (see Fig 3 below) increased in the last 12 months causing some concern and reflecting the decision to identify this as an area to tackle in the three year strategy submitted last year.

**Figure 3**

Quarter	Cohort Size	Rate of entry per 100,000
Q1 (14/15)	109	639
Q2 (14/15)	107	628
Q3 (14/15)	102	597
Q4 (14/15)	117	686

However, it is of note that locally sourced data provides a different picture, suggesting First Time Entrants rates have been dropping (Appendix 1). Indeed, data published for the September 2015 YJB National Standards Audit indicates that First time Entrants has reduced by 4.1% since 2012/13.

Whilst at this stage there is no evidence to suggest the official figures (Fig 3 above) are inaccurate, locally, the YOT and partners are interrogating the data to try and understand the reason for the anomalies to ensure that our resources and approaches are effectively managed

One way in which First Time Entrants rates is being tackled is by the implementation of the new Triage Decision Making Panel process. It is too early to evaluate progress at this stage but work will be undertaken over the next 12 months to embed practices further, link with MASH/JAT arrangements and develop ways of ensuring that the work undertaken at Triage is incorporated within the development of the Multi-Agency Teams due to roll out in 2016.

## **In Year Changes to Governance and service Delivery**

In March 2015 the chair of the YOT Management Board changed hands and Superintendent Will Schofield; the new District Police Commander became the new Chair.

## **Innovative Practice**

Full and detailed information about the team's innovative practice can be found in the HMIP Full Joint Inspection Report published in September 2015

## **The Partnerships Response to Thematic Inspection Reports Published since the Strategic Plan was submitted**

A number of actions have been undertaken in lieu of the reports published since submission of last year's strategic plan. These have been discussed throughout the year by the YOT and partners at an Operational Level and also at the Board in April 2015. Specifically though, the following responses have been undertaken:

- **HMIP Thematic Inspection into Girls in the Criminal Justice System-** As a consequence of this report the YOT is undertaking a systematic review and a full needs assessment of work being delivered by practitioners. In addition, the YOT has also linked in with the Portsmouth Safeguarding Children's Board CSE Strategic Sub Committee to ensure relevant factors have been identified in the PSCB CSE Action Plan.
- **HMIP Thematic Inspection Detailing the Contribution of Youth Offending Teams to the Work of the Troubled Families Programme in England-** A full and robust local delivery action plan has been created and reviewed
- **HMIP Inspection of Resettlement Services to Children by Youth Offending Teams and Partner Agencies-** the YOT has undertaken a local audit of resettlement cases and participated in a similar regional audit. The findings of this will contribute to the re-drafting of the local Resettlement Protocol which is due for launch in the Autumn of 2015
- **HMIP Inspection to Assess the Effectiveness of the Reporting, Monitoring and Learning from the Youth Justice Board's Community Safeguarding and Public**

**Protection Incident Procedures-** this report has only just been published and will be reviewed in more detail at upcoming Board meetings. The YOT Board Chair and Manager have already met to discuss this report though and agreed to introduce a more robust means of evaluating and reviewing Critical Learning Reports submitted to the YJB and the Management Board

## **2) Structure and Governance (including Partnership Arrangements)**

The structure and governance procedures of the team remain unchanged from the original 2015-17 Strategic Plan and reference should be made to this document for further details.

Appendix 3 provides a detailed description of governance arrangements, roles and responsibilities as laid out in the Induction Pack for all new Board Members.

## **3) Resources and Value for Money**

The Portsmouth Youth Offending Team 2015/16 Budget is laid out in Appendix 4, along with the mandatory explanation of proposed use of this budget.

There is a requirement that this section of the strategic plan describes what resources are being utilised to prepare for and implement the introduction of Asset Plus. The YOT are not due to implement Asset Plus until the summer of 2016 and this was only discussed at the Management Board in June 2015. Appendix 5 provides details of the local Asset Plus implementation timetable.

There is also a requirement to confirm in this section compliance with the minimum staffing requirements set out in the 1998 Crime and Disorder Act. *Portsmouth YOT is compliant with these requirements.*

The structure chart laid out in Appendix 6 provides details of the mandatory staffing and volunteer information required by the YJB for this section of the plan. This has been removed due to containing sensitive data.

#### 4) Risk to Future Delivery against the youth justice outcome measures

This section of the plan is required to highlight emerging concerns about improvements against the three youth justice outcome measures. It is not intended to replace the risk register included in the original three year plan. Reference can be made to that document for details of the broader risks identified in service delivery over the next three years. Overall risks must also take into account the current financial pressures faced by the Public Sector and the risks to service delivery if the implementation of Asset + (Appendix 5) is poorly planned.

It is also prudent to note that work will always be undertaken by the YOT to tackle the risk of disproportionate representation by specific groups. This work cuts across all three outcome measures. The use of the Live Re-Offending Tracker allows the YOT to quickly and swiftly identify emerging areas of potential disproportionality and, also, areas of good practice. For example, data from 2014-15 indicates that BME Young people are not disproportionately represented in the YOT cohort. Data such as this will be monitored and reviewed monthly and action taken where required- backed up with appropriate training and workforce development of staff involved in delivering interventions.

Youth Justice Outcome Measure	Risk to Delivery	Actions Taken to Mitigate against risk
<b>First Time Entrants</b>	Robustness of performance framework and resulting data set.	YOT Management Board to review and strengthen performance framework regarding FTEs in lieu of recommendations from HMIP Inspection Improvement Plan and review feedback of data to the Board
	Failure to target specific young people at risk- in particular young people at risk of CSE and Children in Care	Continued implementation and review of multi-agency Prevention of Offending of Children in Care Action Plan and PSCB CSE strategy
	Failure to deliver appropriate and bespoke preventative work to young people on the cusp of	Regular review and evaluation of the YOT/Police Triage Panels introduced in April 2015

	<p>entering the youth justice system</p> <p>Failure to effectively monitor and evaluate the success of interventions delivered and take action to promote effective practice where identified</p> <p>Failure to integrate with broader strategic goals across the partnership within the city</p>	<p>Implementation of multi-agency Quality Assurance Timetable by YOT QA Practice Lead followed up by strategic delivery of actions co-ordinated by YOT Management Board</p> <p>Board members to promote and monitor YOT involvement with development of Early Help Multi Agency Action Teams and Young People at Risk strand of Safer Portsmouth Partnership Strategic Plan</p>
<p><b>Reducing Re-offending</b></p>	<p>Failure to target specific high risk groups of young people such as Children in Care and children at risk of CSE</p> <p>Failure to effectively identify cohort at risk</p> <p>Failure to take prompt action to address young people posing highest risk of re-offending</p>	<p>Continued implementation and review of multi-agency Prevention of Offending of Children in Care Action Plan and PSCB CSE strategy</p> <p>Continued review and evaluation of the Priority Young Person Strategy and ongoing use of performance systems for data, audit and review</p> <p>Continued use of the Re-Offending Live Tracker Tool followed up by monthly management reviews and actions to tackle high risk young people</p>
<p><b>Reducing Custody Rates</b></p>	<p>Failure to effectively identify cohort at risk- including those at risk of remand</p> <p>Failure to work collaboratively with partner agencies to identify appropriate alternatives to custody and ensure</p>	<p>Continued review and evaluation of the Priority Young Person Strategy</p> <p>Continued review and evaluation of processes and procedures (ie Resettlement Protocol, YOT CSCS Joint Working Guidelines) to</p>



appropriate plans are put in place for young people released from custody

ensure effective joint working

Board members to promote and monitor YOT involvement with broader city wide strategies

## **5) Priorities for the next 12 months**

The three main priorities for the Portsmouth YOT Team and Board will remain the same for the duration of the 2014-17 Strategic Plan. These are;

1. *To implement a comprehensive Workforce Development Programme to underpin, develop and sustain a high Quality Youth Offending Team*
2. *Achieve a long term sustained reduction in re-offending and custody*
3. *Reduce First Time Entrants into the Youth Justice System*

The means of achieving these priorities will be evidenced in the below delivery plan. It has been created by drawing together the recommendations from the HMIP Inspection Report, the 2014 Peer Review and shared objectives agreed at a joint Management Board/YOT Team Away Day in June 2015. It mirrors the plan submitted as Portsmouth YOT's Inspection Improvement Plan and so subsequently, reference is made below to both the HMIP Inspection recommendations and the 3 key priorities of the 2014-17 Strategic Plan. The 5 recommendations from the HMIP Inspection Report are:

1. *The YOT should ensure that planning for work to reduce reoffending is effective and children, young people and parents/carers have a greater input into these plans.*
2. *Attention should be given to increase the numbers of children and young people attending and engaging in Employment, Training and Education (ETE).*
3. *Child Sexual Exploitation (CSE) should be covered as a standing item on the YOT Board agenda.*
4. *Health services should be integrated into assessments, planning, reviews and service delivery.*
5. *Reparation activities should be meaningful to children and young people; the effectiveness of interventions should be measured and suitable alternative settings to the Civic Centre to deliver interventions should be considered.*

In addition to these priorities this plan has been completed within the context of a Youth Justice Service across the country currently under review, significant financial pressures across the partnership and in line with changing levels of demand a need for the Local Authority to deliver services differently, with a greater focus on early intervention. As a consequence, work will be undertaken to ensure a level of strategic consistency across services involved in youth justice across Portsmouth, particularly ensuring linkage with Multi-Agency Team development and priorities will need to be reviewed proactively in line with this.

<b>Objective 1 – By March 2016 all young people subject to statutory YOT intervention will be able to access a timely and holistic assessment supported by integrated, multi-agency planning and intervention</b>					
<b>Linked HMIP Recommendations: 1,2,4</b>					
<b>Linked YJ Strategic Plan Priority: 2,3</b>					
<b>No.</b>	<b>Action</b>	<b>By Whom</b>	<b>By When</b>	<b>RAG</b>	<b>What success will look like</b>
1	Commencement of implementation plan to prepare for introduction of Asset +	YOT Manager	Nov 15		Team will be fully resourced and trained in time for implementation of Asset +
2	Review of monthly QA Audit timetable with renewed focus on ensuring plans are: <ul style="list-style-type: none"> <li>• SMART</li> <li>• Integrated</li> <li>• Young Person Focussed; evidencing contribution of young person and parent/carer</li> <li>• Tackling areas which have greatest impact upon reducing re-offending</li> <li>• Fully detailed in relation to risk to self and others</li> </ul>	YOT Manager	Mar 16		6 months' worth of data evidencing a sustained level of high quality holistic planning
3	Roll out of Multi Agency Resettlement Policy	YOT Manager	Oct 15		Robust integrated plan in place for all young people released from custody. No inappropriate





					placements upon release
4	Implementation of measurable processes to increase integration of planning between community and secure estate	YOT Manager	Dec 15		Meaningful intervention plans in place for all young people in the secure estate
5	Focussed review of integrated working practices across the partnership	YOT Manager	Mar 16		Workable, well referenced, fully understood multi-agency procedures and protocols in place across the city
6	Review of the Education Link Worker Role and systems for monitoring ETE/NEET data	YOT Board Education Champion	Oct 15		Revised job spec for incoming Ed Link Worker leading to better ETE outcomes for young people within the YOT cohort
7	Focussed review of how the YOT can link more effectively with local ETE strategies and resources within the wider partnership	YOT Board Education Champion, YOT Manager	Mar 16		Better ETE outcomes for young people within YOT Cohort
8	Refresh of APIS provision for females who offend and development of a suite of bespoke interventions	YOT Manager	Mar 16		Better Performance Framework outcomes for females
9	Review of Health Needs Assessment	YOT Board Health Champion	Dec 16		Up to date understanding of health needs of young people
10	Implementation of CHAT Pilot with colleagues from Solent Health	YOT Manager	Oct 15		Better quality health assessments of young people
11	Continued robust focussed QA processes to monitor young people's risk of harm and risk to wellbeing and	YOT Manager	Mar 16		6 months' worth of data evidencing a sustained level of



	safety and ensure effective targeting of intervention				high quality risk management planning evidenced within performance framework
12	Development of process to ensure MAPPA recording follows guidelines of county wide SLA	YOT Manager	Nov 15		More effective MAPPA recording
13	Continued implementation of YOT/CSCS auditing of cases open to both services	YOT Board Safeguarding Champion, YOT Manager	Mar 16		6 months' worth of data evidencing a sustained level of high quality integrated planning
14	Review of Health Referral Pathways and re-launch of operational processes with the team	YOT Board Health Champion, YOT Manager	Oct 15		Increased team understanding of provision and means of referral leading to higher volumes of referral and better outcomes measured by performance framework
15	Development of process to monitor and analyse Police Data at Management Board	YOT Management Board Chair	Dec 15		More holistic Board understanding of local crime data and ability to act accordingly

**Objective 2 – By March 2016 every young person open to the YOT and their parents/carers will be fully engaged in the relevant requirements of their intervention. Processes and delivery will continue to be shaped to maximise user-engagement.**

**Linked HMIP Recommendations: 1,5**

**Linked YJ Strategic Plan Priority: 2,3**

No.	Action	By Whom	By When	RAG	What success will look like
1	Review and implementation of ongoing thematic audits to evidence whole family APIS procedures being implemented	YO Manager	Mar 16		6 months' worth of data evidencing a sustained level of high quality whole family APIS intervention leading to better outcomes for the young person measured by performance framework
2	Troubled Families teams and services to produce, share and review integrated multi-agency assessments and outcome focussed plans with YOT Team	Troubled Families Co-Ordinator	Dec 15		More integrated plans leading to better outcomes evidenced by performance framework
3	Further development of "whole family asset " plans where appropriate	YOT Manager	Dec 15		More integrated plans leading to better outcomes evidenced by performance framework
4	Development of joint audit processes to evaluate jointly held YOT and Troubled Family cases	Troubled Families Co-Ordinator, YOT Manager	Mar 16		Development of a suite of measurable outcomes in addition to existing performance frameworks
5	Review of User Engagement Strategies following publication of 15/16 Viewpoint Data	YOT Manager	Mar 16		Evidence of positive feedback from User Engagement processes
19   Page 6	Identify and establish child friendly venues across the city in conjunction with review of Home Visiting strategy	YOT Manager	Dec 15		Greater engagement evidenced from young people i) via verbal feedback from practitioners and ii) performance framework data

<b>Objective 3 – By December 2015 all staff will have reviewed their performance and development needs and the team will be in a position to implement Asset + effectively with a view to enhancing the delivery of high quality practice</b>					
<b>Linked HMIP Recommendations: 1,5</b>					
<b>Linked YJ Strategic Plan Priority: 1</b>					
<b>No.</b>	<b>Action</b>	<b>By Whom</b>	<b>By When</b>	<b>RAG</b>	<b>What success will look like</b>
1	Review of team and individual training needs required for roll out of Asset + and subsequent implementation of training to facilitate	YOT Manager	Mar 16		Team fully competent in requirements to implement Asset+
2	Review Workforce Development Strategy- including a focus on recruitment and retention	YOT Manager	Dec 15		All development needs of team identified and addressed
3	Development of tools and processes to evaluate <ul style="list-style-type: none"> <li>• Effectiveness of intervention</li> <li>• Consistency of intervention with initial assessment</li> </ul> and then implement identified needs and actions	YOT Manager	Dec 15		Fully evaluated interventions leading to more successful outcomes for young people
4	Development of Motivational Interviewing Training	YOT Manager	Dec 15		Staff fully trained in Motivational Interviewing techniques resulting in greater engagement and more positive outcomes
5	Development of Desistance Training	YOT Manager	Dec 15		Staff fully trained in Desistance resulting in greater engagement



					and more positive outcomes
6	Undertake immediate review exercise to benchmark management team QA decisions and follow up with a further review in 6 months	YOT Manager	Mar 15		Evidence of consistent management decision making
7	Review of YOT training plan and calendar	YOT Manager	Dec 15		All training needs of team identified and addressed
8	Development of a YOT Team Scorecard	CSCS Service Performance and Development Manager	Dec 16		Increased scrutiny of performance resulting in better outcomes for young people

<b>Objective 4 – By March 2016 all victims of youth crime will have confidence that high quality and appropriate interventions will be delivered in a fashion which promotes effective Restorative Justice Processes</b>					
<b>Linked HMIP Recommendations: 1,5</b>					
<b>Linked YJ Strategic Plan Priority: 2,3</b>					
<b>No.</b>	<b>Action</b>	<b>By Whom</b>	<b>By When</b>	<b>RAG</b>	<b>What success will look like</b>
1	Development of training for staff working with victims	YOT Manager	Dec 15		Staff fully trained in victim work resulting in greater engagement and more positive outcomes for both young people and their victims
2	Development of more effective means of evaluating: <ul style="list-style-type: none"> <li>• Young People's satisfaction and engagement at reparation placements</li> <li>• Victim feedback</li> <li>• Reparation Placement Feedback</li> </ul> with a view to improving and developing service delivery	YOT Manager	Feb 16		Higher quality feedback resulting in more effective service delivery and satisfaction
3	Development of YOT/Partner Agency strategy for working with young people who offend who are themselves a victim	YOT Manager	Feb 16		More effective engagement with relevant young people leading to better outcomes measured by the performance framework



4	Annual review of Safer Portsmouth Partnership Restorative Justice Strategy and performance measures	YOT Management Board Community Safety Rep	Mar 16		Greater understanding of RJ processes within the partnership evidenced by effective examples of diversion from inappropriate disposals
5	Development of Restorative Justice Promotional material to increase awareness and use of restorative justice conferencing with victims	YOT Manager	Jan 16		Increase in RJ Conferences facilitated by YOT
6	Review of police admin role/function to streamline and enhance victim contact processes within the YOT	Portsmouth Police Commander	Mar 16		Increase in victim engagement and satisfaction
7	Refresh of the Restorative Justice Strategy including a means of sourcing and evaluating meaningful reparation placements	YOT Manager	Dec 15		Greater understanding of RJ processes within the team evidenced by effective examples of diversion from inappropriate disposals

<b>Objective 5 – By June 2016 systems will be in place to ensure that young people not subject to statutory YOT intervention will be in receipt of appropriate levels of intervention to address their needs</b>					
<b>Linked HMIP Recommendations: 1,2,3,4,5</b>					
<b>Linked YJ Strategic Plan Priority: 1,2,3</b>					
<b>No.</b>	<b>Action</b>	<b>By Whom</b>	<b>By When</b>	<b>RAG</b>	<b>What success will look like</b>
1	Analysis and evaluation of effectiveness of step down provision provided by Partner Agencies (including MATs and JAT/MASH)	YOT Manager, YOT Board Members, Children's' Trust Board Members	Jan 15		Reduced re-offending resulting from more robust intervention once YOT intervention has completed
2	Focussed QA of Exit Strategy Planning	YOT Manager	Jan 15		Comprehensive, integrated plans on file resulting in reduced re-offending reported back via performance framework
3	Development of means of feedback to YOT by Step Down Partner Agencies	YOT Board Members	Dec 15		Feedback provided to YOT
4	Development of YOT role in Early Help and Prevention Strategy emanating from Priority 1 of Children's Trust Board	YOT Board Members, Children's' Trust Board Members	Mar 16		Reduction in FTE and development of a holistic early intervention offer for young people not open to YOT
5	Annual Review of Triage Decision Making Processes	YOT Manager	Mar 16		Reduction in FTE, more targeted intervention for young people already open to YJ system





6	Annual Review of Reducing Offending by Children in Care Multi Agency Action Plan	YOT Board Safeguarding Champion	Mar 16		Reduction in CiC Offending
7	Review of performance measures presented to the Board to monitor young people at risk of CSE and subsequent risks to wellbeing and safety and inclusion at all Board meetings as a standard agenda item	YOT Board Chair	Oct 15		Greater understanding of CSE risk factors at Board Level
8	Review of police admin role/function to streamline and enhance OOCDC processes within the YOT	Portsmouth Police Commander	Mar 16		Police YOT Officer has more time to deal with operational matters
9	Review of Operational MET Meeting Format	YOT Board Safeguarding Champion	Dec 15		Reduction in cases assessed to be high risk of CSE
10	Development of means of monitoring children who go missing from school	YOT Education Champion	Dec 15		Reduction in young people's assessments of vulnerability and more integrated understanding of risks
11	Review of ETE Data Set provided to the Board	YOT Education Champion	Dec 15		Greater understanding of ETE needs of young people in the city
12	Further development of YOT CSE database and review as standard agenda item at Board	YOT Manager, YOT Board Chair	Dec 15		More focussed CSE data available to Team, Board and Partners to assist with evaluating risks

## Appendix 1 - Youth-related crime & anti-social behaviour<sup>1</sup>

For the first time since 2007/08, there has been a 7.5% (n47) increase in recorded crimes committed by young people aged 10-17years (see table X below).<sup>2</sup> The changes in recording practices by the police after the HMIC data integrity report (see Appendix X) are likely to have contributed to this rise, as violent crimes and relatively low level crimes were more likely to be under-reported before July 2014/15. This means that although the levels of recorded youth crime have increased this may not reflect a real increase in youth-related crime.

There were 173 young offenders in 2014/15, a slight reduction (4%, n7) compared with the previous year. This means that approximately 1% of young people in Portsmouth committed an offence which resulted in a substantive outcome. There was also a reduction of 6% (n5) in First Time Entrants (FTEs) as recorded on the Portsmouth Youth Offending Teams (PYOT) database.<sup>3</sup>

**Table X: Youth offending trends from 2007/08 to 2014/15**

	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
<b>No. of offences</b>	1601	1369	1298	1036	993	687	624	671
<b>No. of YRDs / OODs (not included in No. offences)</b>	-	-	52 (from Dec 09)	244	165	78	35	35
<b>Total number of offences including those with no substantive outcome but were recorded</b>	1642	1369	1347	1280	1158	765	659	706
<b>No. of young offenders (incl. FTEs)</b>	707	665	605	364	315	201	180	173
<b>Average number of offences per offender</b>	2.3	2.1	2.1	2.8	3.2	3.4	3.5	3.9
<b>No. of FTEs (rate per 100,000 10-17yrs) (from YOIS &amp; Core+ 13/14 &amp; 15/16)</b>	395 (2,130)	399 (2,325)	317 (1,842)	128 (756)	128 (756)	67 (375)	79 (443)	74 (415)

The reduction in offenders alongside a rise in offences means that the average number of offences committed by each offender continues to increase. In 2014/15, the average number of offences per offender was 3.9 (see table X). This increase has been of concern to the partnership for several years, and a 'Priority Young People' group was set up to try and tackling the offending behaviour of the more prolific offenders. A corresponding performance measure was established to reduce the number of offenders committing five or more offences. In 2014/15, 26 young

<sup>1</sup> All youth offending data for 2013/14 and 2014/15 has been provided by Scott Simpson, Children's Social Care, PCC

<sup>2</sup> Based on outcome data so some of the offences will have occurred before 2014/15 and this will not include some of the offences which occurred but have not yet resulted in a substantive outcome.

<sup>3</sup> Please note that the current figures for the rate of FTEs on the YJMIS website are incorrect and based on estimates from previous data - Please ignore the current YJMIS figure of 117 FTEs.

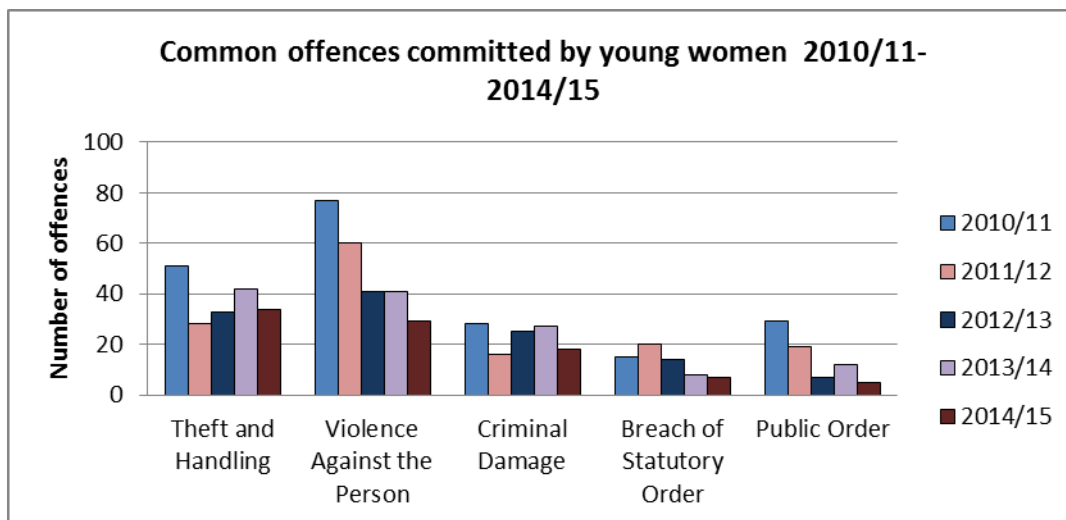
people committed five or more offences, which is a reduction from 31 the previous year.<sup>4</sup> These young people committed 367 crimes between them which means that they committed an average of 14.1 offences each.

The most recent rate of re-offending<sup>5</sup> available from the Youth Justice Board is for July 2012 to June 2013. 45.6% of the cohort committed more than one offence, which is less than the previous year (48.9) but higher than both the average for similar areas (38.8%) and the national average (36.5). Across the cohort there was an average of 1.8 repeat offences, which again is slightly lower than the previous year (1.9) but higher than the average for similar areas (1.34) and the national average (1.1).

The custody rate for 2014/15 was 0.35 per 1,000 (six young people in custody), which is not only a reduction from last year (0.70, n12) but also slightly less than the national average (0.42) and average for similar areas (0.43).

## Offences

There has been a 28% (n42) reduction in the number of offences committed by young women, since last year, but the most common offences remain the same as in previous years. Theft and handling were the most common offences (31%, n34), followed by violence (27%, n29) and criminal damage (17%, n18).

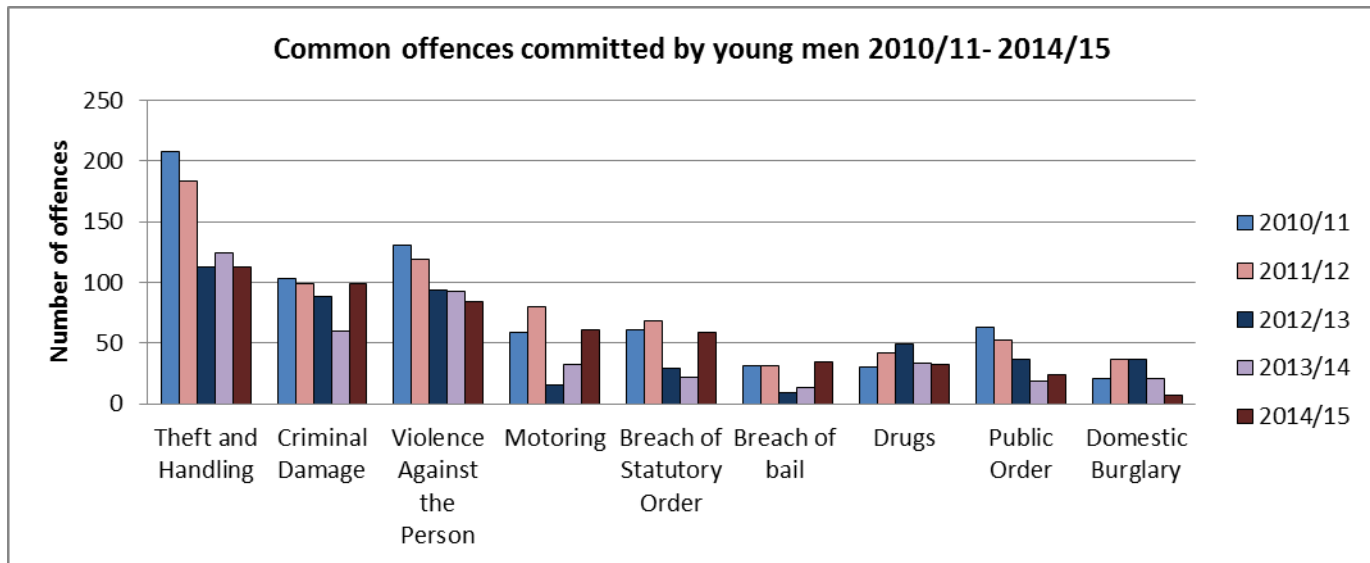


Conversely there has been a 19% (n89) increase in the number of offences committed by young men in the last year. This increase has been largely driven by a 65% (n39) rise in criminal damage and 90% (n29) rise in motoring offences. This means that while theft is still the most common offence is theft (20%, n113); criminal damage has replaced violence as the next most frequent crime (18%, n99). There has been a slight reduction in violence (15%, n84), which seems at odds

<sup>4</sup> Please note that these figures will vary from previous reports, because the information is being extracted using a new methodology and provided by the Children's Social Care Team.

<sup>5</sup> Retrieved from the YJMIS website - report 82 Draft YDS for England Apr 14-Mar 15

with the general increases in reported violence we have seen as a result of the HMIC data integrity report.



## Offender Profile

Just under a fifth (18%, n30) of offenders were female, which is in line with the national ratio of males to females.<sup>6</sup> The peak ages for male offenders were 16 and 17yrs (n37) and 15-17yrs for females (n9, n8 & n7 respectively). This in line with what we would expect to see.

Unsurprisingly, Charles Dickens ward had the highest rate of offenders (1,722 per 100,000, n25), closely followed by Paulsgrove (1,574 per 100,000, n26) and St Thomas (1,489 per 1000,000, n14). These three wards have had the highest rates since 2008/09 and are target areas for positive activities or other interventions.

Due to PYOTs recent change in database, information about risk factors associated with offending for 2014/15 is not yet available. In 2013/14, PYOT completed 232 assessments (Assets) for 152 young offenders. There is a summary score for each section which gives an indication about whether a particular issue is thought to be linked to offending behaviour for the individual.

- **41% (n61) of young offenders had some association between drinking alcohol and / or taking drugs**
- **34% (n52) had an association with emotional and mental health** that was linked to their offending behaviour.

Additionally a number of young offenders reported family factors, although there is no indication about whether these family factors are likely to have had an impact on offending behaviour.

Over two fifths reported specific issues:

- **26% (n40) stated that they had experienced abuse or neglect,**

<sup>6</sup> JYB (2015) *Youth Justice Annual Statistics 2013/14* from: [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/399379/youth-justice-annual-stats-13-14.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/399379/youth-justice-annual-stats-13-14.pdf)

- **23% (n35) had witnessed family violence,**
- 21% (n32) had a member of the family who had been involved in criminal activity,
- 11% (n16) had a family member with a substance misuse issue and
- 10% (n15) had a family member with an alcohol misuse issue.<sup>7</sup>

This means that some young people are experiencing more than one family issue, in particular **where they had reported abuse; just over half had also witnessed family violence (n21).**

---

<sup>7</sup> Family criminality, alcohol and substance misuse were just for the preceding 6 months.

## Appendix 2

### Updated Implementation Timetable (including progress to date)

Dates	Milestone	By Whom	Status
2014-15 Quarter 4	Successful Re-inspection of the PYOT (NB March 2015 is earliest date for re-inspection)	PYOT Team & Management Board	Achieved June 2015
	Audit timetable in place (already created 2014/15 Q2) leading to high quality assessments and plans reported for all young people open to PYOT	PYOT Manager	Achieved and in place
	All National Standards Timescales met- evidenced by monthly QAs	PYOT Manager	Far greater congruence but still not consistently 100%
	Identification of deficits in integrated working and plan put into place to remedy	PYOT Management Board	Ongoing- HMIP Inspection identified significant progress but still further integration required in some areas
	Utilisation of information provided by Information Officer to provide identification of potential budget savings for the Management Board	PYOT Manager	Ongoing
	Implementation of Safer Portsmouth Partnership Restorative Justice Strategy	SPP Strategy and Partnership Manager	Implemented and in place
	Implementation of findings of review of YOT/Police Out of Court Disposal procedures	Police District Commander	Triage Decision Making Panel introduced in April 2015
	Successful implementation of work stream 4 of PSCB CSE Strategy into	PSCB CSE Lead	Achieved- though HMIP



	core YOT practice		recommend that greater scrutiny of CSE data by management board is required
	Successful application for increased funding from Police and Crime Commissioner to fund work to reduce re-offending	PYOT Manager	Achieved
	Review of PYOT Workforce Development Plan and Learning Needs Analysis and implementation of findings	PYOT Manager Development Manager	Review to take place Q2 15/16
	Review of Step Down procedures and implementation of findings	CSCS IYSS Management Team	PYOT review took place
	Review of Joint YOT/Court Pre-Sentence Report Audit arrangements	PYOT Practice Leads	Achieved
	Roll out of local Resettlement Protocol	PYOT Manager	Ongoing-protocol reviewed- need for follow up events within team and with partners
	Completion of Actions emanating from CSCS Ofsted Inspection Improvement Plan	Director of Children's Social Care and Safeguarding	Action Plan in Place with reporting mechanisms to the Children's Trust
	Implementation of action plan emanating from PYOT Health Needs Assessment	PYOT Management Board Health Representatives	Achieved
	Active engagement with the roll out of Early Help Strategies emanating from Priority 1 of Children's Trust Board	Children's Trust Board	Evidence of engagement taking place. It is anticipated that introduction of the MATs will see an impact upon reduction in FTE



	Review of Action Plan produced following HMIP Thematic Inspection of Work by Probation Trusts and YOTs to protect Children and young people	PYOT Manager	Achieved
	Roll out of local Reducing Children in Care offending protocols	Corporate Parenting Board	Action Plan in place
2015-16 Quarter1	Review Priority Young Partnership Strategy	PYOT Manager	Achieved
	Pro-active Board Management Board Feedback provided for development of specifications for Positive Family Steps Re-Tendering process	Troubled Families Co-Ordinator	Achieved
	Implementation of strategy to tackle issues raised from the findings of the proposed re-analysis of custody, re-offending and FTE cohorts	Partnerships and Commissioning Manager	Ongoing
2015-16 Quarter 2	Review of local Resettlement Protocol	PYOT Manager	Completed and attached as an appendix to this review
	Review of PYOT Health Needs Assessment Action Plan	PYOT Management Board & Health Representatives	Achieved
	Production of Joint YOT/partner Agency strategy for working with young people who offend who are themselves victims of offending behaviour	PYOT Manager	To be commenced
	Annual review of YJ Strategic Plan Commences	PYOT Manager	Completed
	Implement Inspection Improvement Plan	PYOT Board Chair and Manager	To commence at start of Q3 after submission of plan
2015-16 Quarter 3	Review of integrated working practices	PYOT Manager	
	Review of YOT/Police Out of Court Disposal procedures	Police District Commander	
	Identification of budget savings for next financial year	PYOT Board	





	Review of local Reducing Children in Care offending protocols	Corporate Parenting Board	
	Commence planning for roll out of Asset Plus	PYOT Manager	
	Review of impact of changes to Priority 1 Early Help strategies on First Time Entrants	Partnerships and Commissioning Manager	
2015-16 Quarter 4	Review of Safer Portsmouth Partnership Restorative Justice Strategy	SPP Strategy and Partnership Manager	
	Review of PYOT Workforce Development Plan and Learning Needs Analysis	PYOT Manager	
2016 – 17 Outline	Review priorities for next three year plan in lieu of re-inspection	PYOT Management Board	
	Implementation of Asset Plus due July 2016	PYOT Manager	

**Appendix 3 - Portsmouth Youth Offending Board Induction Pack**

**Portsmouth Youth Offending Team (YOT)  
Management Board**

**March 2015**

**Induction Pack**

## What is the YOT Management Board?

YOT Management Boards are a requirement under the Crime and Disorder Act (1998). This requires partners to come together to form a management board which includes all of the statutory partners from:

- Local Authority
- Police
- Health
- Probation Service

The Chair is appointed at the discretion of the LA Chief Executive. The Board will appoint a Vice-Chair. Members include the statutory partners plus a wider partnership to reflect best fit for maximum effectiveness.

## Membership of the Portsmouth YOT Board

<b>Organization</b>	<b>Board Member</b>
Hampshire Constabulary	Portsmouth District Commander, Hampshire Constabulary
Portsmouth City Council	Director of Children's & Adults' Services, Portsmouth City Council
National Probation Service	Assistant Chief Officer, National Probation Service
Portsmouth City Council	Deputy Head of Integrated Commissioning Unit
Health	Head of Health, Community Safety and Licensing, Portsmouth City Council
Portsmouth City Council	Inclusion Commissioning Manager, Portsmouth City Council
Portsmouth City Council	Head of Children's Social Care and Safeguarding, Portsmouth City Council
Victim Support	Senior Service Delivery Manager, Victim Support
Courts	South & South East Hampshire Magistrates' Courts
Health	Public Health Consultant
Youth Offending Team	Youth Offending Team Manager
Supporting Officers	
Portsmouth City Council	Commissioning & Partnerships Manager (Children), Portsmouth City Council
Paula Williams	Senior Performance Advisor (SE Region), Youth Justice Board for England and Wales
Mark Summers	Youth Justice Board for England and Wales
Hampshire Constabulary	Minute taker

## **What does the YOT Management Board do?**

The Board provides oversight, support and challenge to the Youth Justice Services in Portsmouth in order to:

- reduce reoffending
- reduce first time entrants into the Youth Justice system
- reduce use of custody

These are the three targets the Youth Justice Board for England and Wales sets for all Youth Offending Teams.

In addition the management board sets and monitors local targets for the YOT, as appropriate to identified local need.

The **role** of the Board (“Modern Partnerships “YJB 2014) is to:

- determine how the youth offending team(s) is to be composed, services provided (and funded) how it is to operate and what functions it is to carry out
- oversee the formulation each year of a Youth Justice Plan, it’s implementation then delivery
- oversee the appointment or designation of a youth offending team manager; and
- agree measurable objectives as part of the youth justice plan
- support an evaluation and learning culture to ensure effective management and commissioning decisions are made

## **What makes good governance of a YOT? (Summarised from YJB ‘Modern Partnerships’ 2013)**

- clearly identifiable Partnership Board exercising accountability with responsibility for and a focus on leadership,
- oversight and the accountability of the Youth Justice System – not just the YOT
- bridging between criminal justice, community safety and children’s services
- a clear focus on financial accountability
- understanding national expectations on YOT including through Inspection

**The Partnership Board will be effective if ....**

This section includes two sources of national best practice in YOT Governance YJB “Modern Partnerships” in 2013. This extract identifies effective practice as follows:

- all named statutory services are represented with other key delivery agencies and stakeholders represented or able to make representation;
- it meets at least quarterly with a continuity of board membership and regular attendance;
- It is clear to whom the YOT partnership Board reports
- there is an agreed consistent Data set which Board can interrogate and which is efficient to produce
- individual members are inducted into the role, are able act as local ‘champions’ for youth justice and have lead responsibility for key areas of activity;
- there is a culture of learning and wider dissemination of lessons from community serious public protection and safeguarding incidents, thematic inspections and other relevant processes through local safeguarding and public protection structures

**YOTS are subject to inspection by HMIP (Her Majesty’s Inspector of Probation)**

HMIP “Partners in Crime” (April 2014) identified, in summary, these characteristics of effective Boards.

**The Good and the Bad of Partnership Boards**

- broad strategic thinking which goes beyond criminal justice objectives – a problem solving culture across agencies
- strong productive relationships, all Board members see themselves as ambassadors in relation to this area of work. Board members willing to challenge each other
- good performance data – national and local, at least quarterly and submitted by services who have been commissioned as well.
- board understands the local offending trends.
- board receives case examples to demonstrate successes and frustrations.
- board pays attention to addressing diversity factors
- shared resources. Annual plan provides evidence of progress and is not just a paper exercise

**..and the not so good;**

- failing to look at the bigger picture – no vision, ambition, goals or targets
- no strategic analysis of need to determine commissioning strategy. Not all data produced or understood, and not enough about local priorities
- little challenge and support.

- no higher education partnerships to evaluate work
- not everyone prioritised attendance at the Board. Too many groups and sub-groups which took up a disproportionate amount of time
- YOT Board driven by manager not by the Board
- joint strategies not understood by all staff
- infrequent meetings. Few shared resources

### **The Role of Board Members**

Members of the Board have three key functions which reflect their seniority and specialist expertise to achieve the focused goals of the partnership

- giving strategic direction and holding the YOT partnership to account
- championing the work of the YOT
- decision making authority in relation to YOT partnership issues

The function of the Chair, in liaison with the YOT Manager is to:

- lead the YOT Management Board in achieving the goals and outcomes of the Youth Justice Strategic Plan
- ensure engagement of Partnership Board members in strategic decision making, championing the work of the YOT and dissolving barriers
- ensure open partnership working across community safety, children services, health and community stakeholders
- manage risks to achieving the Youth Justice Strategic Plan with partners
- work with Heads of Service and partners on any critical issues

The Chair of the Partnership Board will be agreed by the Chief Executive of Portsmouth City Council after discussion between the statutory partners. The Chair will not be the Line Manager of the YOT Manager.

### **All members**

Other members of the Partnership Board champion the YOT partnership for example by:

- setting out how YOT success produces successful outcomes for their own organisations
- understanding and promote the work of the YOT and key youth justice services
- helping to resolve delivery issues within their organisations which affect the performance of the YOT
- leadership to promote new YOT initiatives.

The membership of the management board includes specific champion roles for:

- Public Protection
- Safeguarding
- Likelihood of Re-offending
- Health
- Education

The role descriptions for these champions is attached at Appendix 1

## **How will we work together effectively?**

### **Induction of new members**

The Board will support induction of new Board Members by:

- setting up initial meetings with Chair and YOT Manager to work through the Handbook, clarify roles, responsibilities and skill set
- visits to YOT team to see work in progress

### **Attendance and substitutes**

The Board requires prioritisation of attendance by members who have the right decision making seniority. Sending substitutes should be a rare occurrence but any substitute must have delegated authority for that meeting.

### **Conflicts of Interest**

All members of the Board share responsibility for all aspects of the Board business. However each Board member is responsible under the Nolan Principles of Public Life. Should there be an agenda item which may, or may be seen to, pose a conflict of interest they should seek guidance from the chair and if necessary withdraw from that discussion.

### **Board meetings Agenda**

The annual cycle of Board business is planned to cover statutory and business responsibilities.

A Board meeting is likely to have the following elements

1. Report on Progress against YJ Plan
2. Compliance with standards including Inspection
3. Financial scrutiny
4. Immediate Issues
  - a. Analysis of Risk and any specific mitigation
  - b. Funding or other opportunities
5. Culture of learning which might include:
  - a. Presentation on specific practice
  - b. Engaging with Voluntary and community sector e.g. views of young people, parents
  - c. Peer Board members from another YOT
  - d. Outcomes from serious case reviews

### **Papers to Board meetings**

- Will be circulated one week before Board meeting
- Minutes will take the form of key actions and responsibilities so that progress chasing is clear and manageable. Board administration will be provided by the PA to the local Police Area Commander.



### **Supportive Challenge**

What are the sort of supportive challenge questions Board members might ask at Board meetings:

- 1) Of themselves as a Board?
- 2) Of each other as partner agencies?
- 3) Of the YOT leadership?

#### 1) Agency / Stakeholder Engagement

- a. *Are all the key partners / stakeholders clear what YOT is aiming to achieve and their role in supporting it?*
- b. *What are the barriers to engagement by agencies? How can these be overcome?*
- c. *How sure are we that all the relevant strategic plans are informed by YOT priorities?*
- d. *How do we get to hear the views of YOT service users?*

#### 2) Involvement of Board members

- a. *Do Board members regularly attend*
- b. *Do Board members engage the support of their agencies?*
- c. *Should there be lead Board member responsibilities on specific projects, goals or actions?*
- d. *Do we need a development session on a specific theme to make sure we are all clear on issues and actions?*
- e. *How would we know that we are effective as a Board?*

#### 3) Board members

- a. *What are the areas of the youth justice service where I need some development support to understand the issues?*
- b. *What can I do to support YOT goals in my organisation?*
- c. *Where are the overlaps with my service – and how well does coordination/transition take place?*
- d. *What training will YOT staff need to prepare for e.g. :*
  - i. *changes to probation*
  - ii. *changes in commissioning /integrating services*

#### 4) Service user / Community views

- a. *How are young people's views used in evaluation of programmes or interventions?*
- b. *How do we use victim views in judging performance? How do we use the views of girls who are victims or specific ethnic groups?*
- c. *How do we promote the positive achievements of young people in the YJ system and so build public confidence*

#### 5) The Youth Justice Plan

- a. *What does the Performance Data tell us about trends, barriers, successes?*
- b. *How does this performance data break down by*
  - i. *Age profile – do young people do better or worse*
  - ii. *Gender, ethnicity profile*
  - iii. *Programmes – which are most effective and how do we know*
- c. *How do we ensure the quality of YOT processes such as assessment, Pre Sentence reports*

*d. What are the trends for Portsmouth in key youth offending indicators, crime types – what are the implications for prevention work, early intervention or post 18 work*

6) Finance and commissioning

*a. What options are there for cross agency/ cross boundary working?*

*b. How do we know a specific programme offers value for money?*

*c. Are our YOT- developed programmes based on Effective Practice – if so from which source (e.g. YJB)*

7) Culture of Learning

*a. How are our ‘statistical family’ YOTS performing – what can we learn from them – and them from us?*

*b. What emerging risks are other YOTS dealing with which we may have to in the future?*

*c. What emerging findings are there from national Inspections, thematic inspections, or Serious Case Reviews in this or other areas?*

### **8) Quality Assurance**

*a) For our targets on one or more of the following*

*i) First Time Entrants*

*ii) Reducing Reoffending*

*iii) Use of custody*

*iv) How does the YOT compare using YJB tools, National Standards or OfSTED/HMIP criteria.*

*b) What are the routine QA processes on YOT practice – for example peer review , team manager case scrutiny, external validation.*

*c) How will HMIP/OfSTED judge our performance – what steps are being taken to address weaknesses.*

## **What is a Youth Offending Team and what does it do?**

A Youth Offending Team is a statutory service under the Crime and Disorder Act 1998.

The exact form of the YOT is not prescribed, but membership of a YOT (section 39(5) of the act) must include at least one of each of the following:

- an officer of a local probation board or an officer of a provider of probation services;
- 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;
- a police officer;
- a person nominated by a Primary Care Trust or a Local Health Board any part of whose area lies within the local authority's area;
- 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

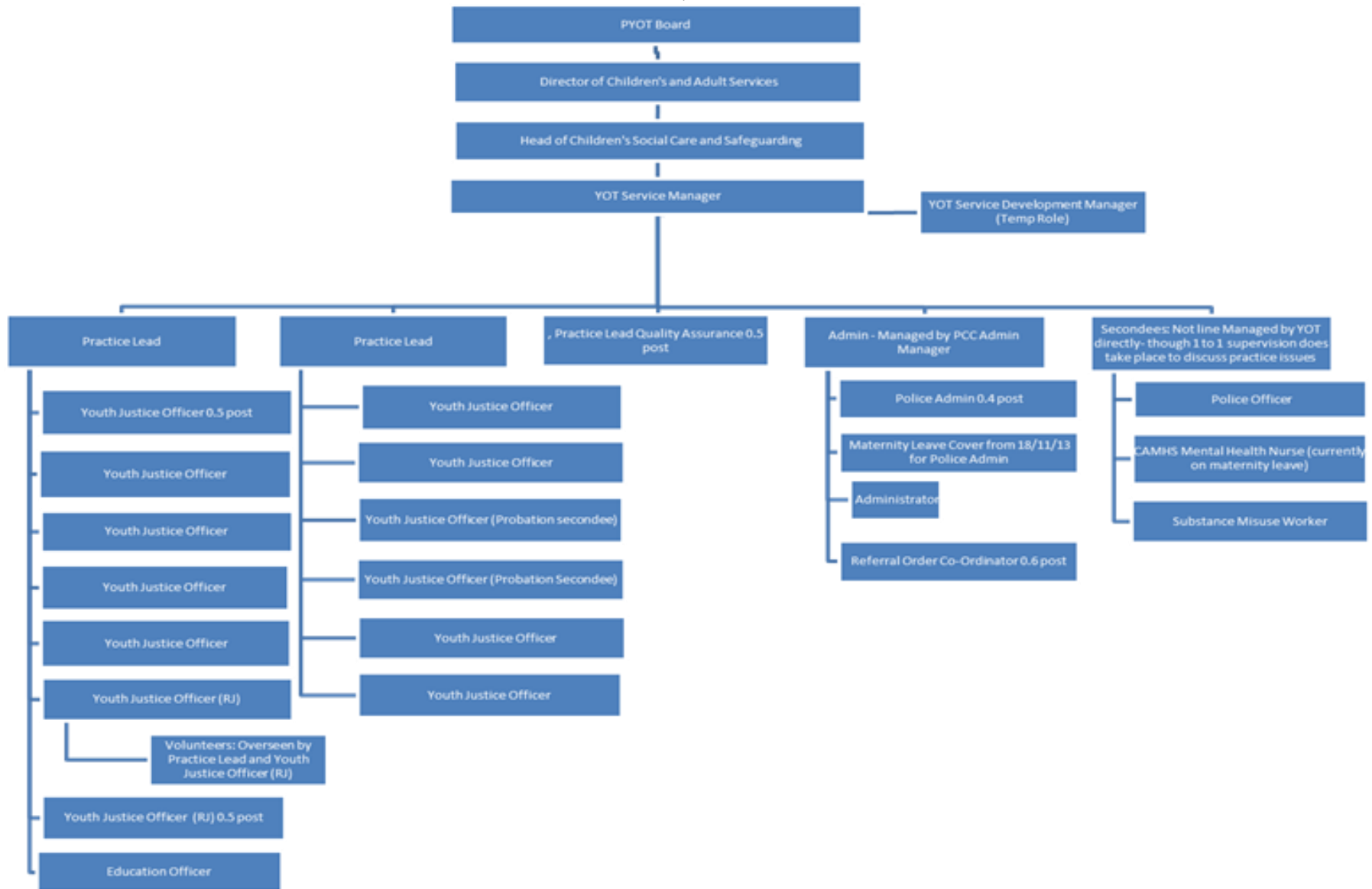
Youth Offending Teams have a statutory aim to prevent offending by children and young people.

There are three National Performance Indicators for YOTs:

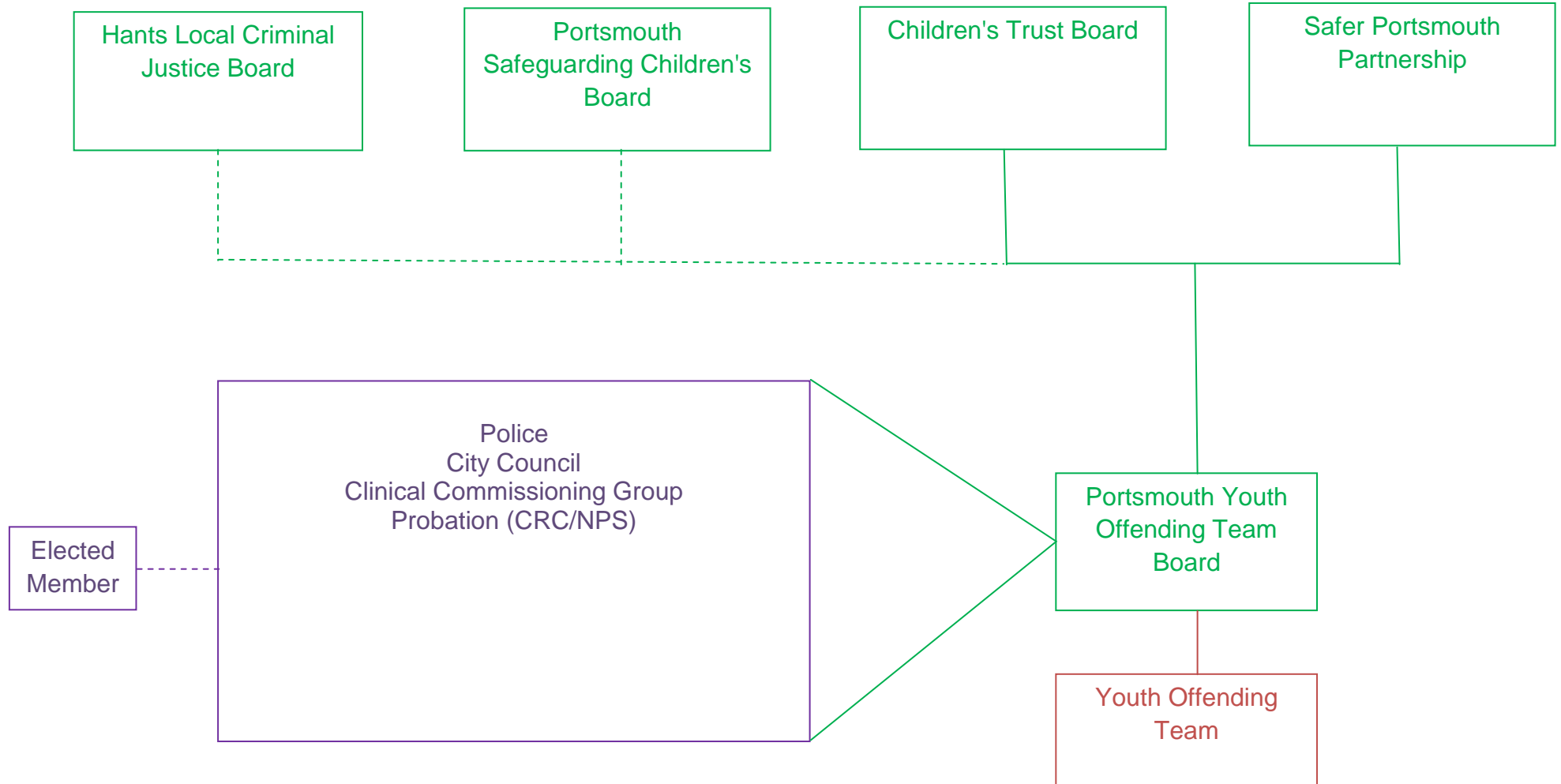
- Reducing re-offending (measured using Police National Computer data)
- Reducing first time entrants to the Youth Justice System (measured using National Police Computer data)
- Reducing the use of custody (measured by YOT data, submitted to and collated by the Youth Justice Board)

In addition to the three National Indicators YOTs usually have a set of local indicators set by their partnership Management Board, as appropriate to meet local needs.

Portsmouth YOT structure



# YOT Governance





The YOT works with young people at four levels: pre-court, first tier, community tier and custodial sentences. In addition there are some disposals that do not, of themselves, include statutory intervention from the Youth Offending Team

Pre- court	Community Tier - Youth Rehabilitation Order	Custody
Prevention for at risk groups (e.g.LAC) Youth Restorative Disposals (community resolutions) Youth Cautions Youth Conditional Cautions	Supervision requirement Activity requirement Curfew requirement Programme requirement Residence requirement Mental health treatment requirement Drug testing requirement Drug treatment requirement Intoxicating substance treatment requirement Education requirement LA residence requirement Unpaid work requirement Attendance Centre Requirement Prohibited activity requirement Electronic monitoring requirement Intensive supervision and surveillance	Detention and Training Order S91 determinate sentence S91 extended sentence S226 indeterminate sentence S90 mandatory life sentence



	requirement Intensive fostering requirement	
First Tier	Other community sentences YOT	Non YOT penalties
Referral Order Reparation Order Deferred sentence with conditions	Parenting Order ASBO	Absolute discharge Conditional discharge Fine Compensation Order



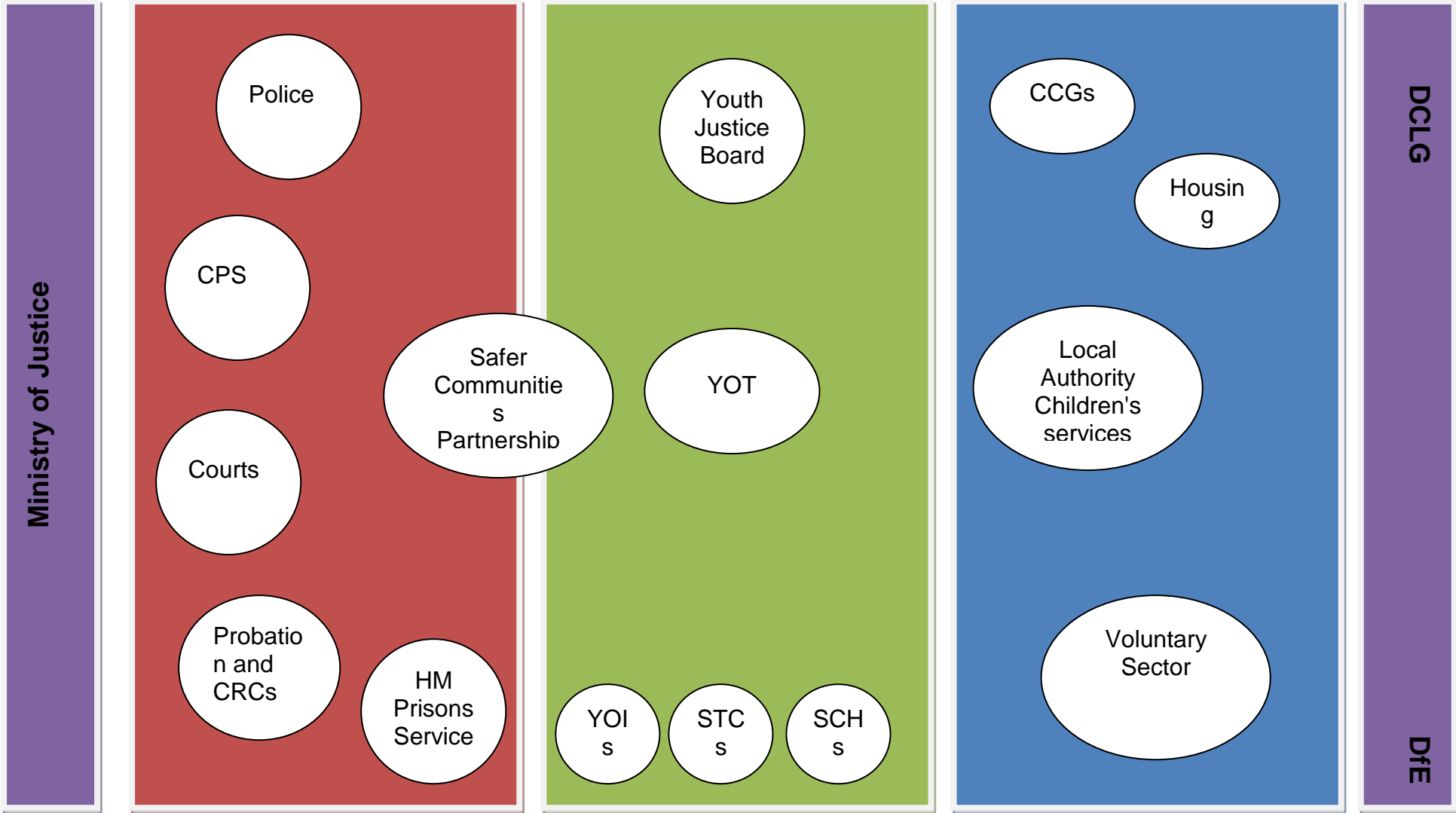
The minimum standard of service young people should expect working with the YOT is set out in National Standards for Youth Offending Teams. National Standards are issued by ministers and constitute secondary legislation. They set out the timescales for assessment and interventions and prescribe the frequency with which the YOT will meet any one young person.

Youth Offending Teams assess each young person using a structured clinical assessment, ASSET (due to be replaced by ASSET+ in 2016). In using Asset the assessor ascribes a value of between 0-4 for each of 12 dynamic risk factors. This score is added to scoring for static factors which results in a total score of between 0 - 64. The total score has proved to be a reliable predictor of the likelihood of future offending. The level of input the YOT has with each young person is determined by their total asset score. This is usually referred to as "The Scaled Approach". The Scaled Approach sets the minimum expectation. In practice some young people will be seen in excess of National Standards, where indicated as appropriate.

Child/young person profile	Intervention Level	Minimum contact first 3 months	Minimum contact per month thereafter
<b>Low likelihood of re-offending</b> (as indicated by <i>Asset</i> score [dynamic and static factors] between <b>0</b> and <b>14</b> inclusive) AND <b>Low risk of serious harm</b> (as indicated by no risk of serious harm assessment being required, or low risk of serious harm assessment)	<b>Standard</b>	<b>2</b>	<b>1</b>
<b>Medium likelihood of re-offending</b> (as indicated by <i>Asset</i> score [dynamic and static factors] between <b>15</b> and <b>32</b> inclusive) OR <b>Medium or high risk of serious harm</b> (as indicated by risk of serious harm assessment)	<b>Enhanced</b>	<b>4</b>	<b>2</b>
<b>High likelihood of re-offending</b> (as indicated by <i>Asset</i> score [dynamic and static factors] between <b>33</b> and <b>64</b> inclusive) OR <b>Very high risk of serious harm</b> (as indicated by risk of serious harm assessment)	<b>Intensive</b>	<b>12</b>	<b>4</b>



**Criminal Justice World      Youth Justice World      Children's Services World**



**Victims      Witnesses      Defendants      Young Offenders      Families      Communities      Young People at risk**

## Appendix 4 - Budget

### Partner contributions to the youth offending partnership pooled budget 2015/16

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Local authority	<b>320,789</b>		<b>84,600</b>	<b>405,389</b>
Police Service		<b>76,616</b>		<b>76,616</b>
National Probation Service	<b>71,200</b>			<b>71,200</b>
Health Service	<b>15,000</b>			<b>15,000</b>
Police and crime commissioner			<b>47,601</b>	<b>47,601</b>
YJB Good Practice Grant	<b>211,040</b>			<b>211,040</b>
Other	<b>10,000</b>			<b>10,000</b>
<b>Total</b>	<b>628,029</b>	<b>76,616</b>	<b>132,201</b>	<b>836,846</b>

### Breakdown of Budget for Spending Youth Justice Grant

Resource	Objective	Work Elements	Outcomes	Cost (£000)
Practice Leads	Improve practice and performance in areas identified in PYOT's Team Plan	<ul style="list-style-type: none"> <li>Review/evaluate existing practice</li> <li>Continue monthly audits/file checks</li> <li>Devise new QA systems</li> <li>Provide support/reflective supervision to staff</li> <li>Feedback to YOT Manager and Management Board</li> <li>Implement and evaluate plans to address underperformance</li> </ul>	Reduce Re-Offending and Reduce Custody,	64.2
Youth Justice Officers	Undertake measureable and effective Restorative Justice interventions in all appropriate cases	<ul style="list-style-type: none"> <li>Review existing practice</li> <li>Develop training for staff and volunteers</li> <li>Develop links with other agencies/teams within the LA</li> <li>Develop good practice within the team</li> <li>Review use of RJ with out of court disposals</li> </ul>	Reducing First Time Entrants	42
Education Link Worker	Improve NEET performance for children open to the YOT	<ul style="list-style-type: none"> <li>Develop role of newly seconded team member with Education remit</li> <li>Develop links with local education and training providers</li> <li>Identify and intervene with potential young people at risk</li> </ul>	Reducing First Time Entrants, Reducing Re-Offending	27

		<p>at an earlier stage and improve NEET performance for young people already on orders</p> <ul style="list-style-type: none"> <li>• Identify NEET young people at risk of becoming PYP and take appropriate action with colleagues</li> <li>• Interrogate data for quarterly reports and provide detailed feedback on performance</li> </ul>		
Youth Justice Officer	Reduce the number of young people committing 5 or more offences in a year (Safer Portsmouth Partnership Target)	<ul style="list-style-type: none"> <li>• Identify and nominate appropriate young people who fit criteria of the new Priority Young Person (PYP) Strategy</li> <li>• Evaluate and review practice with these at risk young people</li> <li>• Implement action plans devised at multi-agency PYP meetings</li> <li>• Feedback to Practice Leads on a monthly basis with a view to contributing to monthly performance monitoring of success</li> </ul>	Reducing Re-Offending, Reducing Custody	27
Youth Justice Officer	Reduce the risks posed by young people causing harm to others and the safeguarding risks to themselves	<ul style="list-style-type: none"> <li>• Develop staff skills with a view to increasing the number of competent staff to address risks more appropriately and effectively</li> <li>• Review all current risk and vulnerability assessments (<b>all</b> young people open to YOT)</li> <li>• Improve quality of risk and vulnerability management plans</li> <li>• Complete all appropriate</li> </ul>	Reduction in number of young people with safeguarding and ROSH management plans in place and increase in competence in managing young people with these	27



		plans and feedback performance reviews to YOT Management Board and YJB	plans	
Youth Justice Officer	Develop effective group work provision for all young people at high risk of re-offending	<ul style="list-style-type: none"> <li>Continue to develop group work provision that devise and evaluate new sessions</li> <li>Evaluate young person feedback as a way of improving effectiveness of delivery</li> <li>Feedback results of evaluation to team and involve team in development of future provision</li> <li>Develop co-working opportunities with police and other teams within Portsmouth CC</li> </ul>	Reducing Re-Offending, Reducing Custody	17
Training	Ensure all team receive appropriate training to ensure roles can be undertaken effectively	<ul style="list-style-type: none"> <li>The PCC Learning and Development Team will lead on delivery of appropriate training modules building upon outcomes of Inspection Report and Improvement Plan.</li> <li>The team will also commission training packages via any appropriate external providers during the course of the year</li> <li>Staff to attend training-potentially to discuss and evaluate at monthly Clinical Supervision sessions (to be commissioned)</li> </ul>	Reducing First Time Entrants, Re-Offending and Custody, Improving ROSH and safeguarding management	5
Resources	Ensure team is appropriately resourced with Effective Practice materials for use in supervision with young	<ul style="list-style-type: none"> <li>Small budget required for any appropriate resources identified (ie work packs, materials etc) to assist staff delivering effective</li> </ul>	Reducing First Time Entrants, Reducing Re-Offending and	1.398

	people	intervention	custody	
--	--------	--------------	---------	--

## Appendix 5 - Implementation of Asset Plus



Implementation of Asset Plus

for Portsmouth Youth Offending Team  
2015/2016

Asset Plus is a new assessment and planning interventions framework developed by the Youth Justice Board (YJB) to replace Asset and its associated tools. Asset Plus has been designed to provide a holistic end-to-end assessment and intervention plan, allowing one record to follow a child or young person throughout their time in the youth justice system.

Portsmouth Youth Offending Team require to introduce the framework to meet statutory obligations and to facilitate this for young people of Portsmouth who require assessment due to their offending behaviour, bespoke pieces of work are required from a number of partners and colleagues to ensure the roll-out is successful through the summer of 2016.

The project from start to end amounts to 7 months of work and for the purposes of this document is presented with consideration for;

- Information Services - technical aspects.
- Learning & Development - training planning and delivery.
- Minimising impact on core business.
- Value for money
- Youth Justice Board - collaboration, advice and guidance.
- Youth Offending Team - successful assessment and planning, development of staff and a revised method of assessment

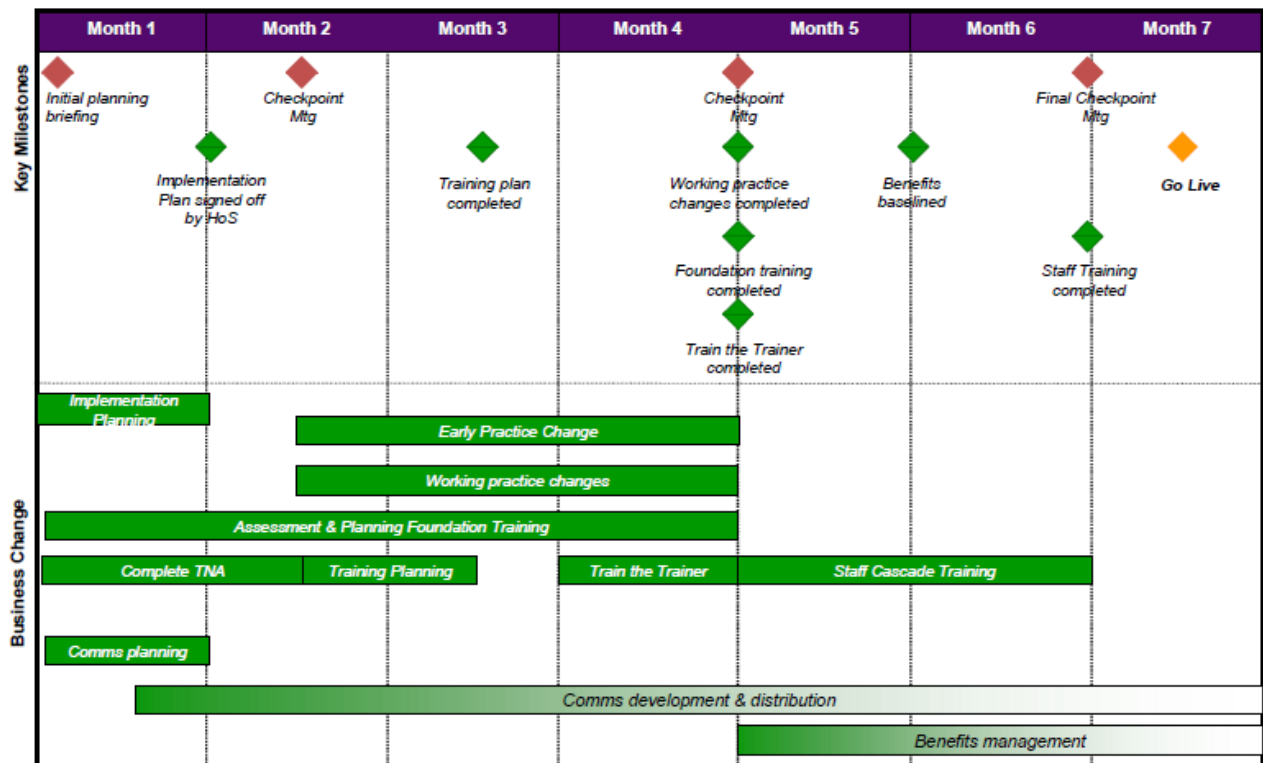
To ensure the milestones are reached, the following is required. Involvement of

- Portsmouth Youth Offending Team - Team and Partnership
- Portsmouth City Council Learning & Development,
- Portsmouth City Council Information Services,
- Portsmouth City Council Children's Social Care Service Performance Development Team
- Career Vision
- Youth Justice Board Business - Business Change Adviser
- Youth Justice Board Local - Local Practice Adviser.





## Local Implementation Roadmap



Regular fortnightly contact will be held between Business Advisor and Change Lead either via an on-site meeting or a conference call

A number of key milestones require to be reached against the YJB's Local Implementation Roadmap before the go live point at week 26.

- Initial planning briefing week 1. YOT, L&D, IS, CV and YJB
- Implementation plan signed-off, end of week 4. Head of Service
- Checkpoint meeting weeks 6, 16 and week 24 YOT, L&D, IS, CV and YJB.
- Training plan completed by week 10. L&D, YOT, YJB, CV
- Working practice changes completed week 16. YOT, YJB
- Foundation training completed by week 16. YOT, L&D, YJB
- Train the trainer training completed weeks 12- 16. YOT, L&D, YJB
- Staff training completed weeks 16 - 24. YOT, L&D, YJB

From November 2015, the work will begin and a go live date estimated to be late-June 2016 in-line with advice and guidance from the Youth Justice Board, Career Vision and Portsmouth YOT being in Tranche 3 for delivery.

Prior to direct engagement, each YOT will be assigned a dedicated business change adviser (BCA) from the Asset Plus team that will support change leads in the delivery of Asset Plus. The initial briefing will involve the change lead, Head of Service, trainers and your YJB Partnership Adviser.

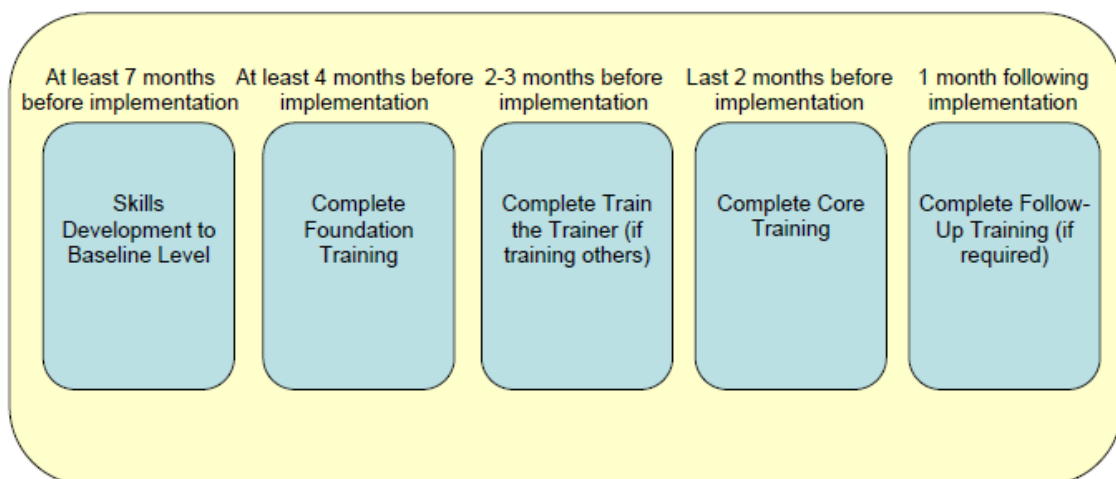
During direct engagement a number of supporting documents and resources will be provided:

- step by step implementation plan
- communications plan and resources for you to communicate to your management board, staff group and local stakeholders
- training plan and tracking tools

## Training



### AssetPlus Training Structure



#### Training Needs Analysis

To be undertaken in conjunction with the YOT Management Team, YJB LPA and BCA and PCC Learning & Development. (October / November 2015)

#### Foundation Training

The Change Lead will manage the completion of the Foundation Training by YOT practitioners responsible for assessment and planning in conjunction with Learning & Development.

The Foundation Training will take a total of 1 day. However this should be split into chunks of learning over a period of time as it is too much to consume in one go and deviates from YJB best practice / advice. It can be delivered by YOT Managers in Group Learning situations or with small groups of practitioners working together and must be completed prior to Asset Plus classroom

training. It is split into 6 sections, all located within the Youth Justice Interactive Learning Space (YJILS) and which vary in length between 20 and 90 minutes and the advice is to complete 1 or 2 sections at a time on a weekly or fortnightly basis and following this up with discussion or group exercises within, for example, Team meetings.

Managers are required to sign-off on the fact that Practitioners have completed the relevant materials prior to their attendance of classroom training. Individual exercises are completed in Excel. Depending on the particular skills and experience of practitioners some may need to spend more time on certain topics than others. Different learning styles should be taken into account along with running through some or all of the material as a team and/or using the group learning resources provided to reinforce key messages. Section 6, relating to custodial cases, is only relevant for those practitioners that deal with custodial cases. (January / February 2016)

#### Train the Trainer

The reality is that the likelihood of purchasing additional resource for delivery is small given budgetary constraints. Therefore this is a likely option to be progressed with. Train the Trainer training will be delivered by the YJB BCA and trained member of the YOT.

The YOT trainer is a staff resource who will deliver training on the Asset Plus framework on behalf of their individual organisation. Their main objectives will be to attend an YJB train the trainer course and then ensure that training is cascaded to YOT staff prior to the implementation of Asset Plus.

The YOT should have at least 1 main trainer and 1 back-up trainer. This will involve attending a 5-day Training Course for Asset Plus and becoming a Trainer and will take place in month 4 (projected at February / March 2016)

#### Core Training

This will be undertaken by the Team following the Assessment & Planning Foundation training. It is delivered by the YJB's BCA and the YOT through the two months prior to going live. (April / May 2016)

There is a significant commitment to resource through the eight week period; capacity across the Team, commitment of a training venue, likely on a weekly basis across the two months while taking account of annual leave, the working week for some of the Team and the different skill sets and experiences that exist.

### IS / Career Vision implementation.

CareerVision is currently involved with a number of tranche 1 YOTs for roll-out of Asset Plus by June 2015. Tranche 2 YOTs will be coming on-stream in the near future to be ready for going live by November 2015. As stated, Portsmouth YOT is tranche 3.

The benefits of being tranche 3 is that this is beyond any future HMIP Inspection, CareerVision will have been in use by the Youth Offending Team for in excess of 12 months, changes brought about by tranche 1 and 2 YOTs will likely be embedded for tranche 3 users.

There is one negative associated with CareerVision. Portsmouth YOT entered into an initial two year contract with CareerVision in 2014. Consideration is essential for future procurement of a case management system where changes to another supplied could have a significant impact on business delivery and function. This is mitigated in part by the fact that Asset Plus is mandated for use by Youth Offending Teams throughout England and Wales.

Locally, IS have a Business Partner in place and with the close working relationship that has emerged through the implementation of CareerVision, there is an increased understanding on the requirements across each Service.

## Communication.

Practitioners are aware of the forthcoming introduction of Asset Plus however the dissemination of information has been quite deliberately restricted while improvements in practice have been made and sustained against a backdrop of a lengthy period of change and adaptation to a new case management system.

The commitment required from practitioners to alter and adapt to a new assessment framework after using Asset for all of their time within a youth justice setting will be significant. Opportunities for high-level discussion will commence in the summer of 2015 through Team Meetings. By this time, the new case management system is in place for some months and there is an expected emerging confidence in using it while the on-going training workshops for Practitioners contribute to enhancing the skills and knowledge.

Kieran Gildea  
**Practice Leader**  
**Portsmouth Youth Offending Team**