



Portsmouth Youth Offending Team

**First Yearly Review of the Youth
Justice Strategic Plan 2012-15**

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

Introduction

This review document is the Portsmouth Youth Offending Team's 2013/14 plan, created in line with the statutory requirements under S40 of the Crime and Disorder Act 1998. It is not intended that this document replaces the 2012-15 three year Strategic Plan submitted last year but it should nevertheless be read in conjunction with this document. The purpose of this review document is to:

- Highlight the achievements of the Portsmouth Youth Offending Team in its first year of existence
- Feedback on how successful the Portsmouth Youth Offending Team has been in achieving the priorities identified in the Strategic Plan thus far
- Confirm priorities for the remaining period of the three year plan

In addition, this document has been created to clarify how the Portsmouth Youth Offending Team will achieve its principle aims of:

- Preventing and reducing the number of young people offending in Portsmouth and entering the youth justice system
- Reducing re-offending in the city by addressing the causes of offending
- Reducing the numbers of young people in Portsmouth going into custody by diverting young people and providing effective community sentences
- Protecting the public from the risk of harm caused by young people in the city
- Facilitating the effective safeguarding of young people subject to statutory intervention by the Portsmouth Youth Offending Team

The previous year has been one of significant development for the Portsmouth Youth Offending Team. Nonetheless, as has always been the case; the Portsmouth Youth Offending Team is reliant on the partnership between Portsmouth City Council, Hampshire and IoW Constabulary, Hampshire Probation Trust, the NHS, and the Safer Portsmouth Partnership which remains the lead partnership for youth offending within the city. The Youth Offending Team's relationship with the Safer Portsmouth Partnership has proved vital in contributing to the successes of the past year and in monitoring the performance set out within this document. The Youth Offending Team will continue to maintain, improve and develop its strategic links with all partners and services within the city, will maintain a commitment to joined up partnership working with all relevant partners and will seek to foster relationships with new and emerging partner agencies

The Youth Justice Board requires four specifications be included in the Strategic Plan. Clarification of where these areas are covered has been detailed in the original plan. They are also covered within this document and specific reference is made to them as noted below

- Structure and Governance- covered specifically in priority 1 and 8 and Appendix 1
- Resources and Value for Money- covered specifically in priority 7 and appendix 5 and 6
- Partnership Arrangements- referred to throughout this review document. Full clarification can be found in the original 3 year Strategic Plan though
- Risk to Future Delivery- covered specifically in the risk register

Achievements

Over the last 12 months the Youth Offending Team has:

- **Fully established its identity within the city:** Prior to disaggregation, the team was based outside of the city and links with local partnership agencies suffered as a consequence. Following the move to the Portsmouth Civic Offices and establishment within the Local Authority's Integrated Youth Support Services, communication and links with Social Care has increased significantly and the Youth Offending Team manager now attends all Social Care managers' meetings. Links with probation and police have developed and a needs assessment will be carried out for local health services by the end of September 2013. The team has contributed to the PCC Troubled Families strategy.
- **Undertaken a review of the structure of the team and implemented the findings:** This achievement will be expanded upon when feeding back on priority 1 of the Strategic Plan. Nevertheless, it is worth emphasising that a new structure will be in place by 1st October 2013 which increases the management and quality assurance capabilities within the team and which increases the capacity of staff to work effectively with young people dependant on their risks and needs
- **Proactively and successfully improved the team's response to safeguarding and risk of harm issues with young people:** Prior to disaggregation, the team's completion of vulnerability and risk of harm management plans had hovered around an unacceptable base rate of 55% and 57%.
- After the first year, despite an increase in cases identified displaying vulnerability and risk of harm concerns, completion rates rose to 94% and 89% respectively. In addition, the Youth Offending Team has aligned itself fully with the local Child Sexual Exploitation strategy and has actively accessed resources and training in this area.
- The Youth Offending Team manager has co-ordinated the pan- Hampshire YOT response to the emerging problem of gang/peer group culture and has been central in the roll out of a Youth Justice Board recording pilot within the county.
- Furthermore, the team's attendance at the Local Authority's multi team Children in Need planning meetings such as the Placement Panel has increased the team's capacity to involve itself centrally in devising fully complete and appropriate plans to safeguard and promote the welfare of young people within the city
- **Developed a pro-active multi-agency strategy to tackle the young people most at risk of offending within the city:** In the context of a declining cohort of young people offending, re-offending rates within the

Portsmouth area have remained unacceptably high during the last year. Work undertaken by the Youth Justice Board and Youth Offending Team Manager highlighted in the original Strategic Plan identified that there were not sufficiently adequate assessments and intervention taking place to address the problems caused by these young people. The Priority Young Person Strategy has been developed to address these deficits and was implemented in April 2013. The strategy is a multi-agency one, coordinated by the Youth Offending Team but reliant on the contribution of the police, the community safety team, social care, the third sector and others. The strategy has led to the identification of the cohort of young people in the city who need the greatest input.

- It is a strategy which is compatible with the local Integrated Offender Management Strategy and so facilitates the transition process for these young people when they turn 18. In addition, it is a model which has been embraced by the other Youth Offending Teams within Hampshire and they have developed similar models based on the principles of the Portsmouth strategy. Early indications are that the strategy is having some success in identifying young people in the Portsmouth area who pose a greater risk at an earlier stage. However, progress in addressing the needs of the young people identified has been hampered over the second quarter of 2013/14 by inconsistent engagement by all partner agencies and an attendance and involvement report was prepared for the Management Board meeting in October 2013

Progress on Priorities

Priority 1: Ensure a smooth transition from the disaggregation of Wessex Youth Offending Team to the new Portsmouth Youth Offending Team ensuring the effective implementation of a service structure that is fit for purpose

As noted in the section detailing the Youth Offending Team's achievements to date highlighting the restructure process the recommendations put to the Youth Offending Team Management Board have been implemented in full and as a consequence:

- The team has increased its management capabilities by appointing 2.5 Practice Leads. The 0.5 position starts on 2nd September 2013 and focussing on Quality Assurance
- New Youth Justice Practitioner job descriptions have been created for both qualified and unqualified staff. This will allow the team to manage caseloads more effectively and address risk and need in a more structured fashion than previously. Effectively, this has led to a reduction in unqualified staff within the team but an increase in qualified staff
- The staffing restructure assessment process has analysed skills gaps within the team and bespoke plans are being implemented to address these gaps with individual members of staff. These plans will also be co-ordinated with the training plan currently being co-ordinated by the Portsmouth City Council Learning and Development Team
- The team has sustained established links with partner agencies, strengthened its links with the Safer Portsmouth Partnership and played a central role in the assisting with the development of local Children's Trust Priority areas, including the Troubled Families agenda and targeted support for children and young people

The new Youth Offending Team Structure is operational from October 1st 2013 (see Appendix 1). Following the restructuring of the team the priority over the next year is to embed the new structure and address performance issues

Priority 2: Continue to implement the recommendations of the Wessex YOT Improvement Plan and begin to implement the objectives of the Portsmouth YOT Action Plan

The Youth Offending Team action plan was reviewed and discussed on a quarterly basis at Youth Offending Team Management Board meetings. The Board indicated

that it was appreciative of the progress being made. At the end of the year 2012-13 the YOT was considered to have capacity by the Management Board to have a detailed Action Plan which could be used to reflect progress via a RAG rating system and which could be added to as and when required at the discretion of the Board in relation to priorities as they emerged at Board meetings.

To this end, the Action Plan identified in Appendix 2 was developed in April 2013 with a view to a continual cycle of review both at and between Board meetings.

Priority 3: Continue to improve performance in relation to the 3 Key National Performance Indicators: Reducing First Time Entrants, Reducing Re-Offending and Reducing Custody

Whilst there are significant grounds for optimism in relation to future performance improvements, re-offending rates continue to give cause for concern. The local targets that the Management Board agreed on are to be ranked in the top quartile of comparator Youth Offending Teams. These comparator teams are:

- Bournemouth
- Bristol
- Derby
- Peterborough
- Plymouth
- Sheffield
- Southampton
- Southend on Sea
- Torbay

Reducing First Time Entrants 2012-13

Rate of entrants per 100,000 of the 10 to 17 population

Quarter	Rate	RAG rated rank in relation to 10 comparator YOTs
1	803	4 th
2	789	6 th
3	743	7 th
4	599	5 th

*1st is lowest

Data provided by the Safer Portsmouth Partnership Data Analyst indicates that there were only 95 actual First Time Entrants compared with a total of 128 for 2011-12.

The data reflects an encouraging downward trend over the last 12 months. The caveat to this is that this is a picture reflected across the country and this trend is not

unique to Portsmouth. Nonetheless, it is reflective of the early intervention work that has taken place within the city previously. The aim of the Youth Offending Team must now be expedite the rate of this downward trend in order to move up the ranks of comparator YOTs. To this end, closer liaison and the development of complimentary working practices with early intervention and preventative services within the city- primarily the Integrated Targeted Youth Support Service- is now crucial in the next 12 months. In addition, the development of restorative justice strategies amongst our partners and by the Youth Offending Team when working with the new Out of Court Disposals introduced on 8th April 2013 is also a priority.

Reducing Re-Offending 2013-13

Proportion of young people who re-offend

Quarter	Proportion	RAG rated rank in relation to 10 comparator YOTs
1	42.2%	8th
2	47.0%	10th
3	46.9%	10th
4	47.1%	9th

It is worth noting that the re-offending data is historical and subject to a significant time lag. In addition, the number of young offenders within the city during 2012/13 was 201. The previous year's total was 315. This is a decrease of 36% for the year and 72% since 2007/8. The number of actual offences reduced last year also to 687 from 993 the previous year. A decrease of 31% last year and of 58% since 2007/8. There are clearly a rapidly diminishing number of young people committing offences within the city.

The re-offending data throughout the year caused obvious concerns to the Youth Offending Team Management Board. In relation to practice the YOT Manager considered that this was a consequence of the previously identified underscoring of the risk of re-offending evidenced by the Youth Justice Board's investigation into Portsmouth data shortly after disaggregation. It is also reflective of the lack of skills and resources apparent within the team at point of disaggregation to tackle this group of high risk young people. On-going work is being to address these deficits

A key strategy has been the Priority Young Person Strategy (identified in the "Achievements" section of this report). It has been developed to address young people at risk of re-offending. It is anticipated that a full account of the success of this strategy will be included in the next yearly review.

The Youth Offending Team has developed a target with the Safer Portsmouth Partnership to reduce the number of young people who commit 5 or more offences in a year. The figure of 5 offences is chosen because this is the definition used to define a "persistent" offender. Crucially, the data for this measurement is more up to

date and in the last year there has been a 23% reduction in this cohort of persistent offenders. It is too early to draw conclusions perhaps from a year's worth of data but it is certainly an encouraging sign of the progress being made to tackle this small cohort of young people.

Finally, it is also worth noting that re-offending rates across the old Wessex YOT areas differs significantly. As a consequence, the Portsmouth Youth Offending Team has agreed to participate in a project with the Youth Justice Board and the other teams within the old Wessex area to analyse and assess the reasons for these discrepancies and formulate a plan to tackle any identified underperformance

Reducing Custody 2012-13

Rate of custody per 100,000 of the 10 to 17 population

Quarter	Rate	RAG rated rank in relation to 10 comparator YOTs
1	1.54	7th
2	0.84	6th
3	0.96	7th
4	1.35	8th

The custody figures have been a cause for concern for the YOT Management Board and the Youth Justice Board have undertaken an analysis of the team's practice in relation to attempts to reduce custody rates. A report from the Youth Justice Board was presented to the YOT Management Board outlining a list of recommendations and an action plan (see Appendix 3) has been created to address these recommendations

Safer Portsmouth Partnership Strategic Assessment

The Youth Offending Team has worked closely with the Community Safety Team and the Safer Portsmouth Partnership and has worked hard to contribute to the Partnership's Strategic Goals. The Strategic Assessment is included for reference in Appendix 4. The priorities agreed within this strategic partnership will now need to be included within the performance priority for the remainder of the Youth Offending Team's three year strategic plan.

Priority 4: Ensure high standards of joined up professional practice assured by thorough robust Quality Assurance arrangements

The Quality Assurance measures highlighted within the original three year plan have taken place throughout the year. The Youth Offending Team has tools in place to audit the quality of ;

- Case Management and recording
- Risk and vulnerability management
- Pre-Sentence Reports

In addition, qualitative analysis of performance has been introduced in the last year through the commencement of Compliance Panels and Remand recording. Data gained in these areas is used by the Youth Offending Team manager to scrutinize how the Youth Offending Team tries to engage young people and keep them out of custody.

However, there has been a lack of management capacity to fully scrutinize and evaluate the results of the tools and methodology employed by the Youth Offending Team. The restructure will address this deficit. There is a specific Quality Assurance Practice Lead role within the structure who will undertake a full root and branch review of existing arrangements, develop additional tools if required and undertake significantly more Quality Assurance audits than has been possible thus far. It is anticipated therefore that next year's review will contain significant quantitative data detailing proven improvements in performance. Only when this data is available will it be clear whether interventions are working successfully. The monitoring of improvements will need to link in with the relevant aims within the Portsmouth Children's Trust Plan.

Priority 5: Prepare for forthcoming changes to service delivery introduced by measures such as the election of the Police and Crime Commissioners, the changes to secure estate funding and the Looked After status of young people leaving custody

The impact of the Police and Crime Commissioner

In many respects the election of the new Police and Crime Commissioner (PCC) has not had a large operational impact upon the team thus far. For example, prevention monies available from the PCC Community Safety Fund were successfully applied for. Strategically though it is encouraging to note that The Youth Offending Team's strategies are aligned with those of the PCC. His keen interest in Restorative Justice is a clear example of this. Indeed, three out of four of the PCC's priorities within his Police and Crime Plan are ones that impact directly upon the Youth Offending Team and so are ones we are actively engaging with. These are:

- Placing victims and witnesses at the heart of policing and the wider Criminal Justice System
- Working together to reduce crime and anti-social behaviour
- Reducing re-offending

In relation to the priority to reduce anti-social behaviour it is also worth noting the Portsmouth Anti-Social Behaviour Strategy Review recommendations will be available in draft form in September 2013 and in full in December 2013. The Youth Offending Team will need to be compliant with any recommendations relevant to the work it undertakes

The impact of the changes to secure estate funding and the Looked After status of young people leaving custody

The changes to remand funding implemented on 1st April 2013 pose a potentially significant risk to the Local Authority's budgets in coming years. Based on remand data for the previous three years, Portsmouth was allocated just over £50,000 by the Youth Justice Board to assist with the funding of this new burden to the Local Authority. Despite significant work being undertaken by the team to reduce remands, leading to only three new remand episodes since 1st April 2013, it is estimated that by the end of July 2013 around £62,000 had already been spent on the costs of remanding Portsmouth young people. In addition, the impact of the change to Looked After Status of remanded young people is already being felt by the Local Authority's Social Care and Safeguarding Service.

To address and reduce the impact of these changes the Youth Offending Team has:

- Provided briefings to Portsmouth Social Care and Safeguarding managers
- Participated in projects initiated by Portsmouth Social Care and Safeguarding to address concerns around inappropriate accommodation
- Prioritised a review of Restorative Justice Strategy with a view to identifying alternative options for dealing with offending behaviour
- Taken the lead amongst the local Youth Offending Teams involved in the Regional "Reducing LAC Offending Strategy" group with a view to devising a county wide protocol
- Devised the Action Plan referenced in Appendix 3
- Collated monthly details of remanded Young People and reflecting at Team Meetings whether alternative options were possible or not
- Progressed the Priority Young Person strategy and implemented a group work programme with a view ensuring the most "at risk" young people receive the levels of intervention that will keep them out of custody
- Reduced the risk of young people being remanded due to breach of order by the introduction of compliance panels
- Investigated the use of volunteer mentors to work with young people deemed to be "at risk" of remand. Meetings are progressing with a local service provider with a view to implementation in 2014

The impact to service delivery following these changes and the implications are perhaps yet to be fully understood and in these circumstances it is envisaged that this priority will need addressing further during the course of the three year strategic plan along with future challenges to service delivery such as the Transforming Probation agenda

Priority 6: Implement a remodelling and re-evaluation of the current "process driven service" and re-launch as a "Young Person focussed" service

Review of data collected over the year suggests that performance in this area is in need of further development. There is not yet sufficient evidence that the service is fully "young person focussed". For example, supervision plans have not been signed by the young person in all cases that have been audited.

Progress has been achieved this year though and has included

- The launch of a YOT Young Person's Charter which is now provided to all young people. Feedback from the young people will feed in to a continual 6 monthly cycle review of the charter
- The development and sourcing of new tools to gather young person feedback
- The inclusion of a goal in all staff appraisals to complete Learning Style Assessments and "What do You Think Forms?" (or equivalent) in 100% of cases
- The inclusion of a target in the 2013/14 Action Plan (Appendix 2) of evidence of young person involvement in supervision plan planning in 100% of all cases
- A review of young person review of all Pre Sentence Reports and an expectation this should now be happening in 100% of all cases
- The completion of a Health Needs assessment in time for the October 2013 Management Board Meeting of young people subject to statutory intervention in an attempt to determine what their needs are. The Practice Lead with responsibility for Quality Assurance will use this plan as a template to further evaluate supervision plans to ensure bespoke needs are met satisfactorily.
- The YOT Manager nominated the YOT to participate in a national Pilot Project to make YOT's "Dyslexia friendly". The YOT has been chosen and the project will start in the New Year.

Progress will be monitored in coming months by the Practice Leads and fed back in the next yearly review

Priority 7: Ensure the Youth Offending Team stays in budget and provides good value for money

The opening budget for 2012-13 was established through the disaggregation of the on-going operational arrangements of the prior Wessex YOT. It was expected that these arrangements would be reviewed during the first year of operation. The initial overall budget amounted to some £865,000, exclusive of "in-kind" contributions, and required an enhanced contribution from Portsmouth city for the year in excess of the original budget plans for service support. Comparable spending at the end of the year amounted to £676,000, a saving of £188,000 on the budget.

During the year it became clear that a review of contract and commissioned services together with the transfer of certain services "in-house", particularly related to reparation and resettlement work, would reduce the spending in this area and this delivered £128,000. Staffing vacancies during the year contributed a further saving on the budget of £33,000 whilst specialist training requirements last year were not as substantial as the estimate provided for contributing a saving of £7,000. Other savings in various running expenses amounted to £21,000.

This priority was therefore achieved with the enhanced Portsmouth City Council contribution. The 2013/14 budget can be found in Appendix 5 which once again includes an enhanced contribution from Portsmouth City. The Youth Justice Good Practice Grant is reliant on the production of a Costed Plan which can be found in Appendix 6. This plan was created before the review of the Strategic Plan and required the inclusion of a risk register. This risk register is applicable to this Strategic Plan Review also.

Given the lack of certainty in relation to budgets within the public sector that exists currently, the risks to service delivery of reducing budgets cannot be over-stated. In particular, the long term future of Probation Service funding remains unclear in lieu of its imminent privatisation. The police contribution to the YOT will in some measure be determined by the objectives of the Police and Crime Commissioner's aims and the imminent cuts to the Hampshire Constabulary budget.

In these circumstances, given that the Strategic Plan is a three year one, there must be a clear partnership approach taken by the agencies represented on the Management Board to ensure that responsibilities do not fall disproportionately to any particular agencies. The Board must be very clear about the expectations and requirements of each agency involved. In a time of ever decreasing resources for all agencies, there is a risk for example that the potential burden for Children's Services will increase significantly. The Board has the power to determine the direction and the goals of the YOT in coming years and to this end, a clear long term governance strategy, agreed by all Board members is perhaps needed.

Priority 8: To support the Management Board in establishing agreed governance responsibilities

Board meetings have been held, where feasible on a monthly basis. The Youth Offending Team supports the Board by providing regular performance reports, information updates and progress reports and so in these circumstances the Board has all relevant information that is required for decision making.

There is representation on the Board from all of the statutory partners at an appropriate strategic level and recently a representative from the third sector has joined. The Board is chaired by a Police District Commander and the Vice Chair is the Director of Children's and Adults Services in the city.

The Youth Justice Board has facilitated three support sessions over the course of the last 12 months to highlight best practice and the requirements of Board members. These sessions were well received

Priorities for the Youth Offending Team for the remainder of the three year Strategic Plan

As noted in the feedback to priority 3, more focus is perhaps now needed on preventing young people from entering the Youth Justice system. It should be noted that this focus should be taken within the context that the YOT Management Board have clearly indicated that it wants the YOT to focus specifically on working with Young People within the Youth Justice System. With this in mind it is not unreasonable though, to suggest that additional work will need to be undertaken to align the goals of the Youth Offending Team with the Integrated Targeted Youth Support Services within the city to ensure step down processes for young people leaving the YOT are working effectively and that processes are in place to ensure information is shared when young people enter the Youth Justice system who are known to this team. Liaison with the ITYSS Team Manager is already being undertaken to address this.

A further area for development is to align the YOT more effectively with the city's Anti-Social Behaviour Panels to ensure good practice is shared and work is not replicated. Additionally, in light of the changes to Out of Court Disposals introduced on April 8th 2013 there needs to be a drive to ensure restorative approaches to work in this area are delivered effectively with good outcomes for young people and victims. This of course also links in with the development of the Restorative Justice strategy noted in the 2013/14 Action Plan. To this end, an additional priority (No. 4) will need to be included relating to the YOT's work in prevention and early intervention.

The strategic priorities for the Youth Offending Team are now to:

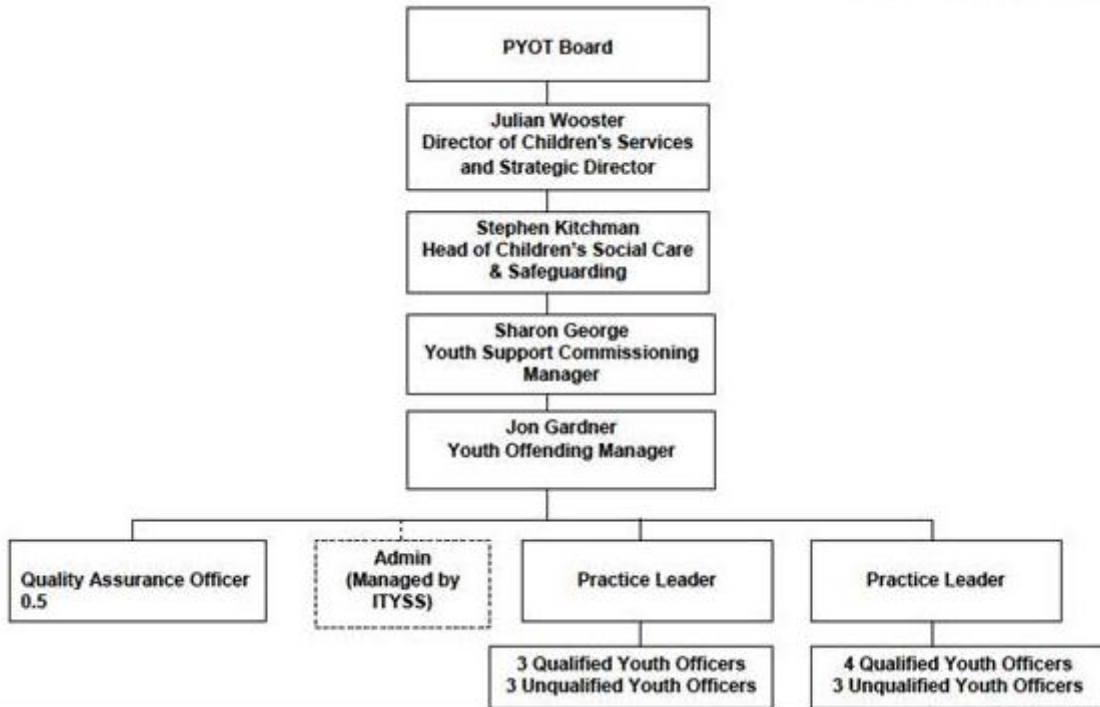
- 1) Successfully embed the new Portsmouth Youth Offending Team structure within the city with a view to this driving up levels of performance in the next 12 months**
- 2) Continue to implement the objectives of the annual Portsmouth Youth Offending Team Action Plan**
- 3) Continue to improve performance in relation to the three key National Performance Indicators; Reducing First Time Entrants, Reducing Re-Offending, Reducing Custody and locally in relation to Safer Portsmouth Partnership Targets to reduce reoffending**
- 4) Contribute to the prevention and early help strategy with the Children's Trust partners, particularly the Troubled Families agenda with the aim of reducing first time entrants into the Youth Justice System**

- 5) Ensure high standards of joined up professional practice assured by thorough robust Quality Assurance arrangements facilitated by the new Youth Offending Team structure**
- 6) Monitor, evaluate and improve service delivery in light of recent developments such as publication of the Police and Crime Commissioner's priorities and Remand funding changes whilst planning for potential future changes from developments such as the Transforming Probation agenda**
- 7) Continue to place young people at the centre of our service delivery**
- 8) Ensure that the PYOT remains in budget and provides good value for money**
- 9) Continue to support the Board in enabling it to undertake its functions**

In addition to these priorities, the PYOT will continue to respond to the recommendations of Thematic Inspections as and when published. The YOT's response to the 2012/13 Thematic Inspections can be found in Appendix 7

Appendix 1- Portsmouth Youth Offending Team

NB- The below structure does not include the seconded police and health (substance misuse and CAMHS) workers who sit outside of this structure in relation to the direct line management responsibilities of the PYOT management team



Appendix 2 Portsmouth YOT Action Plan 2013-14 (October '13 Update for YOT Management Board)

	Activity Required	What will be done	Who by	Progress		RAG Status
1	Review 2012-15 PYOT Strategic Youth Justice Plan	<ul style="list-style-type: none"> Review will be undertaken on progress against objectives Feedback to be sought from SPP, PSCB, Children's Trust Board before submission 	PYOT Manager	Review completed and draft sent to appropriate partners for comment	To review at next Board Meeting, SPP Board and Children's Trust Board prior to sign off by Members	Green
2	Further Develop PYOT Restorative Justice Strategy	<ul style="list-style-type: none"> Provide Restorative Justice Conferencing interventions in 100% of cases where it is identified as an appropriate intervention Achieve 100% victim satisfaction (via division, monitoring and evaluation of new feedback forms) Train new panel members utilising new Panel Matter Training module Develop Restorative Justice strategy with partner agencies and teams within PCC 	PYOT Manager, PYOT Practice Lead, RJ Practitioners	Kieran Gildea nominated as Lead will be given a lead for Restorative Justice. Strategy in process of being reviewed in Autumn of 2013 in lieu of staff movements emanating from restructure.	To feedback Update Report at October Board 2013 meeting with locally devised performance indicators	Amber

	Activity Required	What will be done	Who by	Progress		RAG Status
3	Reduce the number of NEET Young People on the YOT's caseload	<ul style="list-style-type: none"> • New Education Officer will identify young people most at risk of being NEET • Bespoke plans to be made to address EET needs for all "At Risk" young people • Targets will set for 2013-14 Performance at June 2013 Board Meeting. • Quarterly Reduced Timetable Mapping Exercise to be undertaken for each quarterly Performance report with a view to identifying patterns and concerns in relation to education provision for young people on reduced timetables 	YOT Manager, YOT Education Officer	Restructure to introduce new role for Education Officer. Interviews took place on 16 th September but not able to appoint. To go back out for re-advertisement	Performance fed back to YOT Board Quarterly- June & October 2013 and January & April 2014. Plans to be formulated to address any specific areas of underperformance at each meeting	Amber

	Activity Required	What will be done	Who by	Progress	RAG Status
4	Increase use of Quality Assurance Tools and Systems	<ul style="list-style-type: none"> • 100% of Assets will be assessed as being satisfactory, good or excellent using the YJB accredited tools • 100% of risk and vulnerability management plans will be assessed as being satisfactory, good or excellent using local QA tool. The focus for 2013-14 will not be simply completing risk and vulnerability assessments but completing them to a satisfactory standard • Practice Leads will develop peer review QA sessions within the team 	Practice Leads	<p>New Practice Leads have undertaken a QA Benchmarking Exercise with the YJB in August 2013 to provide a baseline of Good Practice. QA Practice Lead has commenced employment with PYOT on 2.9.13. Practice Leads now undertaking monthly QA audits with all staff. Review of YJB PSR QA Exercise planned for 2014</p> <p>Feedback quarterly at Board meetings. Reports presented June & September 2013 and January and April 2014 meetings</p>	Amber

	Activity Required	What will be done	Who by	Progress	RAG Status
5	Reduction in Young people re-offending. Portsmouth to be in top quartile of Comparator YOTs	<ul style="list-style-type: none"> • Monitoring and Evaluation of Priority Young Person Strategy within the city • Utilisation of new YOT Police Officer to take an Operational Lead • Creation of bespoke plans to address highest risk young people • Identification of up and coming potential risky young people at monthly PYP meetings using police intelligence, Community Safety and Social Care feedback • Targets for 2013-14 set at June 2013 Board Meeting 	PYOT Manager, YOT Police Officer	<p>PYP Strategy and Partnership agreement in place. Strategy meetings taking place monthly. Concerns in relation to full attendance from partner agencies. Review of partnership agreement and first six months of the scheme completed. Feedback to be provided at October Board meeting. PYOT has agreed to involve itself in YJB Project to scrutinise performance with comparator YOTs</p> <p>To review progress at Quarterly Board meetings. Reports presented at June and October 2013 and January and April 2014 meetings</p>	Red

	Activity Required	What will be done	Who by	Progress		RAG Status
6	Reduce the number of young people going to custody both on remand and on custodial sentence	<ul style="list-style-type: none"> • Early identification of "at risk" young people by utilisation of PYP strategy," at risk of remand" lists and improved quality of assessments by practitioners • Continued liaison with PCC CSCS to identify joint strategies and approaches • Monthly monitoring of remand placements in place, now to be followed up by YOT led critical review of placement • Targets for 2013-14 to be set at June Board meeting • Action plan devised following feedback from YJB 	PYOT Manager, CSCS Managers, YOT Practice Leads	PYOT & CSCS Commissioning Managers tasked with leading local strategy to review accommodation provision for "at risk of custody" young people. Action plan developed and implemented following recommendations of YJB report.	To review quarterly at Board meeting. Reports presented at June and October 2013 and January and April 2014 meetings	Red

	Activity Required	What will be done	Who by	Progress	RAG Status
7	To reduce the number of First Time Entrants into the city. Portsmouth to be in top quartile of comparator YOTs	<ul style="list-style-type: none"> • Review of Early Intervention systems already formulated following changes on 8.4.13 resulting from the LASPO Act • Evaluation exercise of new arrangements to take place on 8.7.13 • Review of RJ strategies in use elsewhere in the city (see Objective 2) • Review of early intervention provision by other teams and third sector providers 	PYOT Manager, Practice Leads	<p>Feedback from Portsmouth University research project into early intervention out of court disposal in Portsmouth area imminent. YJB to undertake analysis of discrepancies in FTE figures across the Hampshire area. Review of out of court disposal provision since change in LASPO legislation reveals very low referral rates from police since April 2013, which in turn may impact upon FTE data. Discussions taking place with police locally in lieu of roll out of training for police over September and October 2013</p> <p>To feedback on performance quarterly (Jun/Oct 2013, Jan/Apr 2014) and specifically upon review of arrangements following April change in legislation at August/September 2013 meeting</p>	Amber

	Activity Required	What will be done	Who by	Progress		RAG Status
8	Review of Protocols and Policies appropriate for PYOT	<ul style="list-style-type: none"> Continue to use PCC and Wessex Policies pending exercise to review once Practice Leads have been appointed 	PYOT manager	Restructure will provide capacity for PYOT Manager to undertake review	Target date of December 2013 for completion	Amber
9	Significantly increase involvement in young people in devising their intervention plans. Target of 100% involvement recorded on plans	<ul style="list-style-type: none"> Objectives set for all staff in the team around this goal in 2013/14 PDRs Learning Style Assessments to be completed for all young people. Aiming for 100% completion rates Investigation of Userveice as strategy for increasing young person involvement What Do You Think Forms (or equivalent) completed for 100% of young people 	PYOT Practice Leads	Practice Leads auditing young person involvement (What do you think forms, Learning style assessments) monthly. Feedback to be provided at October meeting. New young person feedback forms introduced. Feedback/Evaluation forms for group work being devised.	Feedback progress in 6 months at October 2013 Board meeting	Amber

	Activity Required	What will be done	Who by	Progress		RAG Status
10	Restructure the PYOT	<ul style="list-style-type: none"> • Complete recruitment of the Practice Lead Posts • Undertake 45 day consultation process • Interview staff and match them to new qualified/unqualified role profiles with a view to staff starting in new posts/roles 	PYOT Practice Leads	<p>Practice Lead Recruitment Process Completed. Structure finalised. Start date of October 1st planned. New qualified Youth Justice Officers being recruited currently. Following recent interviews, 2 Youth Justice Officers still to be recruited</p>	Restructure process to be completed by Autumn 2013	Green

	Activity Required	What will be done	Who by	Progress		RAG Status
11	Implement new case record management system	<ul style="list-style-type: none"> Scoping paper completed by IS Service identifying options available to PYOT to be scrutinised by CSCS managers to identify available systems Paper to be presented to the Board for decision on system to be used Disaggregation of data exercise to commence by 30.9.13 at the latest (in line with HCC and CACI requirements) 	CSCS Head of Service, IYSS Manager, PYOT Manager, IS Manager	Decision to pursue new PYOT Case Management made by Board in June 2013. Procurement Project Manager yet to be identified and holding up progress ref. procurement. New system will not be in place immediately after current contract expires in March 2014.	To feedback to Board as and when appropriate	Red

Appendix 3- Reducing Custody Rates Action Plan

Portsmouth Youth Offending Team Action Plan to Reduce Custody Rates for Portsmouth Young people

Response to YJB Report presented to Portsmouth YOT Management Board
June 2013: "Portsmouth YOT: Analysis of Custody Cohort April 2011- March 2013"

This Action Plan should be read in conjunction with the aforementioned YJB Report

Objective	Action	Owner	Timescale
Ensure all staff have received appropriate Pre-Sentence Report Training and have ability to offer proposals to the court which assist in keeping young people out of custody	Book all staff onto HCC Report Writing Training if not completed within last 12 months Develop local bespoke training package with PCC Learning and Development Team	YOT Manager, L&D Manager	To be completed by February 2014 in lieu of new staff starting and available training dates on HCC Calendar
Ensure Pre-Sentence Report template is reflective of recommendations indicated in the YJB Report	Update PYOT Template	YOT Manager	Completed
Ensure Pre Sentence Reports are rigorously quality assured	YOT manager and Practice Leads to undertake QA Benchmarking Training Exercise with YJB (August 2013) Existing Pre-Sentence Report Gatekeeping form	YOT Manager, Practice Leads	Actions to be completed by October 1 st 2013. Quality Assurance itself to be an on-going process

	<p>(see Appendix 1) to be reviewed and ensure all recommendations highlighted in YJB report are included</p> <p>Practice Leads and practitioners to be made aware of requirements of YJB recommendations and of any changes to Gatekeeping Form</p>		
<p>Ensure Compliance Policy and Report Writing Policy are updated to reflect local needs</p>	<p>Review and update existing policies</p> <p>Ensure staff are aware of updates to policies and</p>	<p>YOT Manager, Practice Leads</p>	<p>Policy to be refreshed by January 1st 2014. However, recommendations have already been shared with the team and should be in use already</p>
<p>To ensure full involvement of young person in assessment, planning and supervision process</p>	<p>Young people's needs to be taken into account in all plans as per objective of 2012-15 PYOT Youth Justice Strategic Plan</p> <p>Evidence to be recorded on file in all cases that young people and parents (where applicable) have had sight of Pre Sentence Reports, supervision plans and Compliance Panel plans. To be reviewed by Practice Leads monthly</p>	<p>YOT Manager, Practice Leads</p>	<p>To Review progress December 2013</p>

<p>To reduce the risk of criminalising LAC young people</p>	<p>Continued PYOT and PCC involvement with regional SE7 Reducing Re-offending Group and development of a county-wide and regional protocol</p> <p>Continued exploration locally with CSCS of good practice solutions of reducing LAC offending</p> <p>Review of Restorative Justice Strategy as per PYOT 2013-14 Action Plan</p>	<p>YOT Manager, YPST Manager, PCC Commissioning Manager</p>	<p>To review progress December 2013</p>
<p>Ensure appropriate interventions are afforded to young people at high risk of re-offending and/or custody</p>	<p>Initial 6 month review of Priority Young Person Strategy due in October 2013</p> <p>Implement any actions resulting from this review</p>	<p>YOT Manager</p>	<p>To review October 2013</p>

PYOT Gatekeeping Form: To be reviewed as per Action Plan

Portsmouth Y.O.T. PSR Quality Assurance Programme

Pre-Sentence Report Check List

This checklist is to be completed by the PSR author prior to handing to an operational or area manager for final gatekeeping.

Team

Young Person

Court

Date

Completed by:

PSR author

signed:.....

date:.....

Manager:

signed:.....

date:.....

		Yes	No	N/A
1.	Front Sheet			
a.	Offences listed in chronological order with dates?			
b.	Where applicable are offence values specified?			
c.	Layout generally correct			
d.	Report completed in 10/15 working days			
2.	Sources of Information			
a.	Number of interviews with young person stated			
b.	Young person seen alone			
c.	Parent(s), Guardian, Carer seen (where applicable)			
d.	Relevant agencies contacted, listed			
e.	Victim interview undertaken to ascertain wishes regarding mediation and/or reparation?			
f.	Victim personal statement			
g.	Access to Advance Disclosures stated			
h.	Previous knowledge of young person stated			
i.	Court's preliminary level of seriousness indicated			
j.	Has Asset been completed & informed the assessment?			
k.	For PSRs on specified offences has a ROSH been completed?			
l.	Discussion with defence solicitor?			
m.	Has report and proposal been discussed with YOT colleagues?			
n.	Has young person seen a copy of the finished report prior to court?			
o.	Are any gaps in information explained and accounted for?			
3.	Offence Analysis			
a.	Are the offences clearly identified?			
b.	Does the analysis focus on the most serious offences?			
c.	Is the account of the offence an analysis rather than a description?			
d.	Is the analysis concise yet sufficient?			
e.	Is an assessment of seriousness of the offences made in terms of aggravating and mitigating factors? (but without using the			

	words 'aggravating' and 'mitigating'.)			
f.	Is the language appropriate to the court report?			
g.	For the Youth Court is the young person referred to by first name only? For the Crown Court have both first and last names been used?			
h.	Is the young person's motivation for the offence explained?			
i.	Is the young person's culpability explained?			
j.	Has the analysis included the context of the offence?			
k.	Is it clear to what extent the offence was planned or premeditated?			
l.	Young person's remorse (if any) and understanding of the seriousness and consequences of offence(s) stated/analysed			
m.	Are reasons given for lack of remorse/understanding?			
n.	Are the young person's special needs analysed in relation to the offending? (example: ADHD/Aspergers etc)			
o.	Impact of offence(s) on victim(s) covered			
p.	Steps taken to address victim's needs including appropriate liaison with providers of local reparation/mediation services			
q.	Where relevant is the link with previous offences analysed?			
4.	Assessment of Young Person			
a.	Is there an overall assessment of the young person? Does it cover the significance of events in their lives?			
b.	Assistance being provided by local authority/parents/carer stated. (with details of any Care Plan)			
c.	Current involvement of Education and Health Services stated (with details of any current Education Statement or Health Care Plan) Have education/employment factors been discussed in the report?			
d.	Does this section of the report include an assessment of the parenting of the young person?			
e.	Is a Parenting Order proposed for young people aged 10-15 years or a good reason why an order should not be made (Crime and Disorder Act 1998)			
f.	Is a Parenting Order proposed for young people aged 16 – 17 years (C & D Act 1998)?			
g.	Has a Bind Over of the parent/s of a young person 10 – 15 years been proposed or a good reason not to? (S.150 PCC(s)A 2000)			
h.	Has a Bind Over of the parent/s of a young person 16 – 17 years been proposed? (S.150 PCC(s)A 2000)			
i.	Implications of financial penalty discussed			
j.	Previous findings of guilt and offence patterns analysed, where they are <u>both</u> recent and relevant			
k.	Does the report avoid a long list of previous offences and court orders?			
l.	Response to previous disposals stated including breaches, offending on orders, progress and successes?			
m.	Are issues related to vulnerability assessed adequately?			
n.	Is only <u>relevant</u> information from Asset included?			

5.	Assessment of Risk to the Community (Including risk of re-offending and risk of harm)		
a.	For specified offences is dangerousness addressed using the agreed WYOT wording and format?		
b.	Is risk of re-offending assessed in terms of risk of what, to whom, when (time of day and context), where and how soon?		
c.	Does the risk assessment consider the effect on risk of: previous offending, other relevant patterns of behaviour, current behaviour and attitudes, circumstances and triggers for the offending?		
d.	Does the report assess both existing and potential protective factors		
e.	If re-offending were to occur, is the level and nature of the consequent risk of harm to the community (or specific individuals/vulnerable groups) assessed		
f.	If a significant risk of re-offending or risk of harm is identified, is information given about how such risks should be managed and reduced		
g.	Have issues regarding the young person's vulnerability been moved to the assessment of young person section?		
6.	Conclusion		
a.	Summary of offence analysis and young person assessment given		
b.	Sentencing options addressed		
c.	Is one proposal only made?		
d.	Likelihood of successful completion/compliance and effectiveness of sentence discussed, including any restriction of liberty		
e.	Motor offences: consideration given to minimum disqualification to enable early achievement of legal driving		
f.	Effect of DTO/custody addressed if possible outcome		
g.	If DTO/custody likely, are issues of vulnerability in custody assessed		
h.	Where custody/public protection is likely, has the full range of sentences been considered and checked for legal accuracy?		
i.	For those cases on the cusp of custody that are eligible for Referral Order has a pre-court panel been considered?		
j.	Does plan cover victim reparation issues and how these are to be addressed?		
k.	Is the proposal proportionate to the seriousness of the offence?		
l.	Does the report balance proportionality and response to risk?		
m.	Does the report specifically state the level of contact as directed by the scaled approach? (<i>Only applicable to Referral Order and YRO supervision requirements</i>)		
n.	For offences committed before 30 th November 2009 does the report propose 'old' sentencing option (PCC(S)A2000)? For offences after 30 th November 2009 does the report propose YRO? Are YRO requirements detailed and sufficiently specific?		

	For PSR on offences before and after 30 th November 2009 does PSR propose both types of sentence – old and new?			
7. Managers Comments				
a.	Has the report writer avoided the use of jargon, and is the report clear?			
b.	Is the report free from any form of discrimination?			
c.	Has the grammar and spelling been corrected?			
d.	Has this report been amended to take account of the gatekeeping comments by the author or the author informed of the changes?			
e.	Has the information relevant to the Asset but irrelevant to the PSR been deleted from the report?			
f.	Are gatekeeper's initials on the report?			
8.	Comments (if any)			
9.	Proposal:			

Appendix 4 Young People at Risk Section from the Safer Portsmouth Partnerships' 2012/13 Strategic Assessment

There has been a sustained reduction in the number of young offenders and crimes committed by young people¹ since 2007/08 as demonstrated in the table below:

Table 3

	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
Young offenders as a proportion of the 10-17 population	4.0%	3.7%	4.0%	3.9%	3.5% (3.9% with YRDs)	2.1% (3.8% with YRDs)	1.8% (2.7% with YRDs)	1.1% (1.6% with YRDs)
No. of young offenders (incl. FTEs)	801	698	707	665	605	364	315	201
No. of YRD²s (not included in No. of young offenders)	n/a	n/a	n/a	n/a	52 (from Dec 09)	244	165	78
No. of FTEs (rate per 100,000 10-17yrs)	447 (2,269)	357 (1,869)	395 (2,130)	399 (2,325)	317 (1,842)	128 (756)	128 (756)	95 (599)
No. of offences	1929	1513	1601	1369	1298	1036	993	687
No. of yp committing 5 or more offences	n/a	n/a	n/a	n/a	n/a	n/a	62	48

Reductions have also been seen in the number of first time entrants (FTEs) and the number of young people referred to Portsmouth YOT (PYOT) for youth restorative disposals (YRDs)³. These reductions are likely to be at least partly due to the following factors:

- The 16% fall in overall crime in Portsmouth
- A change in government targets away from 'bringing offenders to justice' towards reducing the number of FTEs which encourages the use of discretion (leading on to the next point)
- The introduction of YRDs (or 'triage, as it used to be known) in December 2009 which diverted young people at a low risk of re-offending from being formally dealt with by the criminal justice system. The police have discretion whether to refer YRDs to the PYOT so some may be recorded and some may result in no further action (NFA). The introduction of new out of court disposals (April 2013) should enable us to see where community resolutions may not have previously been recorded
- Effective local initiatives, including the focus on reducing prolific offenders and in particular those who have committed 5 or more offences in a rolling 12 month period.

Re-offending

The most recent re-offending rate is 47.1% for the July 2010 to June 2011⁴ cohort and this rate has seen consistent increases in the last three years. Portsmouth's re-offending rate is higher than both the national and regional averages (36% and 33.9% respectively) and is higher than all of its comparator YOTs⁵, except Southampton (48.3%). Triage resulted in

¹ All data obtained locally from YOIS on the 2nd May 2013.

² Youth Restorative Disposals

³ Formerly referred to as triage

⁴ tracked from July 2011 to June 2012

⁵ YOT comparators: Bournemouth, Bristol, Derby, Peterborough, Plymouth, Sheffield, Southampton, Southend-on-Sea + Torbay.

many young people at low risk of re-offending being diverted from the Youth Justice System which means that the remainder in the cohort include a greater proportion of young people at increased risk of re-offending. Portsmouth has a much smaller cohort than many of its comparators so this may contribute to the higher rate of re-offending. It should also be noted that there is a substantial time lapse for this data, and it is too early to see whether the reductions in the local re-offending measure (for those committing 5 or more offences) have impacted on this indicator although we hope to start seeing a reduction in the next year or so.

Custody

The custody rate for April 12 to March 13 was 1.35 (per 1,000 young people aged between 10 and 17). This is higher than the national and regional averages and there are now only two other YOTs in our comparator group with a higher rate (Derby and Southampton). This measure is vulnerable to quarterly fluctuations in the number of sentences imposed by the courts and numbers in this latest reporting period are consistent with the equivalent periods in the two previous years. A quick examination of young people receiving custodial sentences in 2011/12 revealed that all had committed at least one offence at a gravity rating of 4 or above, and many had committed violent crimes or burglary offences. Although most types of high tariff offence have not increased, domestic burglary has increased, (see below) and this has contributed to the high custody rate.

Offender /offences profiles

The highest number and proportion of young offenders were resident in the wards of Paulsgrove (n37 or 2,240 per 100,000) followed by Charles Dickens (n31 or 2,135 per 100,000). This is the first year Charles Dickens has not been the ward with the highest proportion of young offenders since 2005/06. Paulsgrove has consistently had a high proportion of young offenders and although there was actually a very slight decrease since last year (n2), most other areas saw larger reductions.⁶ There is a similar pattern for FTEs, but the picture for YRDs was very different. Milton saw the most YRDs (n12), followed by Paulsgrove (n11), Fratton (n9) and Nelson (n9). Further exploration ruled out the children's home in Lightfoot Lawn as contributing to this large proportion in Milton, so the cause is not currently known. §

The pattern of offences remained very similar to 2011/12. The most common offences committed by young women were violence (31%, n41) followed by theft and handling (25%, n33)⁷. Theft (20%, n113), violence (17%, n94) and criminal damage (16%, n88) were the most common offences for young men. There were similar patterns for FTEs and YRDs. Most types of offences are reducing with the exception of slight rises in theft and criminal damage by young women, and drugs and domestic burglary for young men. The only slight increase which is notable is domestic burglary, which suggests that the substantial increase last year may not be the temporary blip we hoped it would be.

⁶ Now that the number of offenders has reduced, care should be taken interpreting the trends within groups of a small sample size, e.g. YRDs, FTEs, young women and individual wards.

⁷ Although the numbers are much lower than for young male offenders.

There has been a lot of discussion around unaccompanied asylum seekers during 2012/13. Analysis showed that they committed 3.7% (n29) offences between January and December 2012. Four of them committed 5 or more offences but none were amongst the 16 most prolific offenders committing 10 or more offences during that time period. This ethnic group is over-represented in our criminal justice system and has a high custody rate due to the high tariff crimes they are committing and it is important we work to tackle this issue. However, these young people are still a small proportion of our prolific young offenders and care should be taken not to focus resources on unaccompanied asylum seekers to the detriment of other prolific young offenders.

The data above suggests the priority for the SPP should be to reduce the custody rate, by continuing to focus on the prolific offenders and also by ensuring that we are dealing effectively with young people committing serious offences, such as burglary.

Young people & substance misuse⁸

Preliminary findings from the local substance misuse school survey⁹ are consistent with the national reductions in smoking, drinking and taking drugs reported in the Nat Cen Social Research survey of 11-15 year olds for 2012.¹⁰

- The proportion of young people who have never tried alcohol has increased by 5 percentage points (15%) to 39%.
- Slight increase in the proportion of young people who have never been drunk (1 percentage point increase to 26%) and haven't been drunk in the last four weeks (5 percentage point increase to 52%).¹¹
- Slight decrease in the proportion of young people who smoke daily (1 percentage point decrease to 6%) and who have ever used cannabis (2 percentage point decrease to 10%).¹²

The rates of young people admitted to hospital for alcohol specific conditions and substance misuse are slightly less than the England average. The rate of under 18's admitted to hospital with alcohol specific conditions has fallen in the last few years and between 2008-2011 there were 53 per 100,000, which is lower than the England average of 55.¹³ The rate of hospital admissions due to substance misuse for 15-24 year olds was 65% for 2009-12 which is less than the England average of 69%.¹⁴ These two sources of information suggest that substance misuse by young people is reducing in Portsmouth. However, for some young people substance misuse continues to have a negative impact on their lives. Data from the PYOT shows that just under 40% of young offenders (n114) use or have used drugs

⁸ The school substance misuse survey results are not yet available but will be added at a later date

⁹ The full survey is not available yet and is due out shortly. These findings were provided by the Public Health Intelligence Analyst and do not include the numbers these % relate to.

¹⁰ Although because the substance misuse schools report is not finished it is not possible to see if there are any comparable questions and direct comparison is not possible due to the differing methodologies.

¹¹ 4% and 11% respectively

¹² 14% and 17% respectively

¹³ Local Alcohol Profiles for England, (Public Health England, Knowledge and Intelligence Team, North West) accessed May 2013. Crude rate where numbers for this indicator are so small, that the rate is worked out for three year periods 2008/09 - 2011/12.

¹⁴ Child Health Profile, www.chimat.org.uk accessed June 2013. Directly standardised rate where numbers for this indicator are so small, that the rate is worked out for three year periods

and/or alcohol and this has had some impact on their relationships, lifestyle or offending.¹⁵ A needs assessment is due to be carried out for the youth offending caseload which will give more detail on this issue. § This is similar to the proportion of young offenders associated with substance misuse in Southampton (37%). It is not possible to say how this compares with the youth offending population overall as this data is not available on a national level.

Young people in treatment

Last year, there was a slight (5%, n12) reduction in the number of young people referred to Switch (a substance misuse service for under 25's) and an even greater reduction (25%, n32) in those assessed and accepted into treatment. The reduction in those assessed and accepted into treatment may be partially explained by the fact that there has been an increase in the number of criminal justice clients referred to the service and these young people are historically the least likely to attend appointments. To overcome this there is now a recovery broker in place to meet young people on release from prison / youth offending institute to bring them to a same day appointment and get them engaged with services

¹⁵ Young offenders who scored 2 or higher when assessed (ASSET score) includes duplicates where young offenders had more than one assessment.

Appendix 5 Portsmouth Youth Offending Team Budget 2013/14

2012/13	<u>Portsmouth Youth Offending Team - Budget</u>	2013/14	
£		£	£
	EXPENDITURE		
617300	Staffing costs		630,000
64700	In Kind Staffing		64,700
	Central Costs		
17000	- printing, stationery, office & volunteer expenses	24,100	
10000	- room hire for client meetings	2,000	
7800	- specialist training	5,000	
19600	- hosting arrangements / ICT licences	<u>39,000</u>	
			70,100
193300	Contracted/Commissioned Services		61,000
	Other miscellaneous expenditure		<u>7,000</u>
<u>929,700</u>			<u>832,800</u>
	FUNDING		
270600	YJB Funding		228,400
79500	Hampshire Police Authority [incl crime prevention]	79,000	
65600	Probation Service	66,200	
15000	Portsmouth Primary Care Trust	<u>15,000</u>	
	Partner Cash/In Kind Contributions		160,200
	Rebate from Wessex YOT		24,200
251000	PCC Base budget		251,000
<u>248000</u>	Additional PCC Budget		<u>169,000</u>
<u>929,700</u>			<u>832,800</u>

Notes

- 1) The total service expenditure excludes accommodation and support service costs (estimated at £30,000) which have been provided in-kind by PCC.
- 2) Assumes a 9% reduction in YJB funding and 10% reduction in Crime prevention grant funding from Hampshire Police.

	<u>Portsmouth Remand Budget</u>	
<u>121,300</u>	Remand Arrangements	<u>184,500</u>

Appendix 6 Youth Justice Good Practice Grant Costed Plan (including 2013/14 Risk Register)



Portsmouth Youth Offending Team Costed Good Practice Development Guide 2013-14

- 1) As part of the terms and conditions for the 2013/14 Youth Justice Board Good Practice Grant, the Portsmouth Youth Offending Team (PYOT) is committed to developing good practice within the team with a view to:
 - Reducing youth re-offending
 - Reducing the numbers of first time entrants into the system
 - Reducing the use of youth custody

- 2) This plan sets out the proposed costing of the activities and purchases in the upcoming year. Whilst this is a separate document to Youth Justice Strategic Plan (which is due for update and review in the summer of 2013), they are plans that should be read in conjunction with each other. Indeed, this Costed Plan will become an Annex to be attached to the updated Strategic Plan. The Strategic Plan is a 3 year one with the following priorities:

- Effective implementation and development of the PYOT structure following disaggregation in 2012
- Implement recommendations of Wessex YOT Improvement Plan and PYOT Action Plan
- Improve performance in three key National Indicators (noted above)
- Implementation and Evaluation of robust Quality Assurance Arrangements
- Be prepared for changes in service delivery due to local or national legislation
- Re-model the previous "process driven" service into a "Young Person Focussed" service
- Ensure the PYOT remains in budget
- Support Board in developing governance procedures

3) In addition to the above priorities the Strategic Plan is legally required to cover the following areas:

- Structure and governance
- Resources and value for money
- Partnership arrangements
- Risks to future delivery (see appendix 1)

4) Having taken all of this into account it is prudent to therefore firstly identify the areas where the grant is needed to be spent.

5) The PYOT was created in April 2012 with an Improvement Plan already in place following a poor Core Case Inspection of the Wessex YOT in May 2011. Deficits were noted in the team's Assessment, Planning, intervention and Supervision requirements. Management of risk and vulnerability was highlighted as a concern as was the lack of management oversight and involvement of children and parents/carers in identifying intervention plans.

6) The YJB have been very involved in analysing the performance of the team and have contributed two reports to the YOT Management Board in the last 12 months which highlight both historical and current deficits in managing the risks of young people likely to re-offend and the way the team deals with young people at risk of custody.

- 7) My own analysis over the past 12 months has identified similar concerns. The team is currently in the middle of a restructure to address these issues. Furthermore, management capacity is currently being bolstered by the introduction of 2.5 Practice Lead posts to drive the performance improvement agenda forwards. The team will need to develop practice in lieu of these developments.
- 8) Finally, this costed plan is being written with the benefit of the first 12 months of Performance data for the team. In relation to reducing re-offending and custody, the PYOT is well above local and national averages indicating that there is still much work to be undertaken. The reduction of First Time Entrants shows a steady decline but the introduction of new Out of Court Disposals in April 2013 as a result of 2012 LASPO Act legislation means this is an area that still needs monitoring.
- 9) Locally, performance indicators demonstrate that accommodation suitability has increased significantly for young people in Portsmouth in 2012 but again on-going work and intervention is needed to ensure that appropriate accommodation continues to be utilised to keep young people out of custody on remand in lieu of the 2012 LASPO legislation. The management of NEET young people is a concern and the restructure will introduce a new role for an Education Officer who, when the team was inherited from Wessex, was undertaking a case management role.
- 10) Finally, local performance measures demonstrate significant increases in risk and vulnerability management plan completions. Consistent quality of these plans is now the next aim, particularly in lieu of a recent Critical Safeguarding and Public Protection Incident which highlighted concerns around duplicated assessments.
- 11) The schedule of proposed spend on the next page takes into account the total grant of £228,398. The majority of the money will be spent on staff undertaking specific roles and holding specific leads designed to tackle the areas of performance highlighted above, though there is also an acknowledgement that some of this money will be needed on training and resources. Costs and spending may therefore change during the course of the year and this will be reflected in a half yearly update.

Resource	Objective	Work Elements	Outcomes	Cost (£000)
Practice Lead x 2.5	Improve practice and performance in areas identified in PYOT's Team Plan	<ul style="list-style-type: none"> • Review/evaluate existing practice • Continue monthly audits/file checks • Devise new QA 	Reduce Re-Offending and Reduce Custody,	82

		<p>systems</p> <ul style="list-style-type: none"> • Provide support/reflective supervision to staff • Feedback to YOT Manager and Management Board • Implement and evaluate plans to address underperformance 		
Unqualified Youth Justice Officer (UYJO)-role to be undertaken by all UYJOs but equivalent to around 2 FT members	Undertake measureable and effective Restorative Justice interventions in all appropriate cases	<ul style="list-style-type: none"> • Review existing practice • Develop training for staff and volunteers • Develop links with other agencies/teams within the LA • Develop good practice within the team • Review use of RJ with out of court disposals 	Reducing First Time Entrants	42
Qualified Youth Justice Worker	Improve NEET performance for school aged children open to the YOT	<ul style="list-style-type: none"> • Recruit a new qualified team member with an Education remit • Develop the role by removing current case-holder focus of current • Develop links with schools and the new PCC Virtual Head • Identify and intervene with potential young people at risk at an 	Reducing First Time Entrants, Reducing Re-Offending	27

		<p>earlier stage and improve NEET performance for young people already on orders</p> <ul style="list-style-type: none"> • Identify NEET young people at risk of becoming PYP and take appropriate action with colleagues • Interrogate data for quarterly reports and provide detailed feedback on performance 		
<p>Qualified Youth Justice Officer (QYJO)- resource to be spread amongst QYJOs but equivalent to workload of one member of staff</p>	<p>Reduce the number of young people committing 5 or more offences in a year (Safer Portsmouth Partnership Target)</p>	<ul style="list-style-type: none"> • Identify and nominate appropriate young people who fit criteria of the new Priority Young Person (PYP) Strategy • Evaluate and review practice with these at risk young people • Implement action plans devised at multi-agency PYP meetings • Feedback to Practice Leads on a monthly basis with a view to contributing to monthly performance monitoring of success 	<p>Reducing Re-Offending, Reducing Custody</p>	<p>27</p>
<p>Qualified Youth Justice Officer -resource to be</p>	<p>Reduce the risks posed by young people causing harm to</p>	<ul style="list-style-type: none"> • Develop the new YOT structure with a view to increasing the 	<p>Reduction in number of young</p>	<p>27</p>

<p>spread amongst all QYJOs but equivalent to workload of one member of staff</p>	<p>others and the safeguarding risks to themselves</p>	<p>number of qualified staff to address risks more appropriately and effectively</p> <ul style="list-style-type: none"> • Review all current risk and vulnerability assessments (all young people open to YOT) • Improve quality of risk and vulnerability management plans • Complete all appropriate plans and feedback performance reviews to YOT Management Board and YJB 	<p>people with safeguarding and ROSH management plans in place and increase in competence in managing young people with these plans</p>	
<p>Unqualified Youth Justice Officer (0.75 fte)- resource to be spread amongst team members but equivalent to 0.75 of UQYO time</p>	<p>Enable effective group work provision for all young people at high risk of re-offending</p>	<ul style="list-style-type: none"> • Continue to develop group work provision that devise and evaluate new sessions • Evaluate young person feedback as a way of improving effectiveness of delivery • Feedback results of evaluation to team and involve team in development of future provision • Develop co-working opportunities with police and other teams within 	<p>Reducing Re-Offending, Reducing Custody</p>	<p>17</p>

		Portsmouth CC		
Training	Ensure all team receive appropriate training to ensure roles can be undertaken effectively	<ul style="list-style-type: none"> • The PCC Learning and Development Team are currently putting together a bespoke package of training to address the team's training needs. • The team will also buy into the HCC training packages and any appropriate external packages that become available during the course of the year • Staff to attend training- to discuss and evaluate at monthly Reflective Supervision sessions (these are already taking place) 	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 people	<ul style="list-style-type: none"> • Small budget required for any appropriate resources identified (ie work packs, materials etc) to assist staff delivering effective intervention 	Reducing First Time Entrants, Reducing Re-Offending and custody	1.398

Portsmouth Youth Offending Team- Risk Register

Risk Number	Risk Title	Outcomes	Objective	Risk Owner	Probability	Impact	Current Score	Control Measures	Control Owner	Probability	Impact	Controlled Score	Notes
1)	Risk of further cuts to public expenditure in forthcoming months and the changes to be introduced with the Probation Service	Resulting in reduced level of resources and failure to stick to budget leading to an impact upon the provision of services to Young People	Avoid overspend	JG	4	4	16	Financial forecasting of probable outcomes and scenario planning to prepare for predicted efficiency savings	JG	4	2	8	
2)	Failure to restructure the team effectively	Resulting in poor quality levels of intervention and subsequent failure to achieve performance targets	Avoid poor inspection	JG	2	3	6	Implementation of YJB recommendations regarding team re-structure	JG	2	1	2	

Risk Number	Risk Title	Outcomes	Objective	Risk Owner	Probability	Impact	Current Score	Control Measures	Control Owner	Probability	Impact	Controlled Score	Notes
3)	Failure to embed additional management resource into team structure	Resulting in poor level of Quality Assurance work and staff management and subsequent failure to make improvements needed to increase levels of performance	Improve quality of work	JG	2	4	6	Appointment of manager to address existing deficiencies with performance	JG	2	1	2	
4)	Risk of significant budget variation occurring	Resulting in impact on long term resourcing levels and an impact upon service provision	Avoid overspend	JG	2	4	8	Explore SMART-er ways of working with PCC and wider partnership agencies in an attempt to provide greater efficiency when working with young people	JG	2	2	4	

Risk Number	Risk Title	Outcomes	Objective	Risk Owner	Probability	Impact	Current Score	Control Measures	Control Owner	Probability	Impact	Controlled Score	Notes
5)	Failure to continue embedding changes resulting from recent legislation and further develop good practice	Resulting in failure to implement changes to early intervention, restorative justice, funding and partnership working leading to the likelihood of the YOT failing to meet the requirements of the YJB and the expectations of the YOT Board	Avoid poor inspection	JG	2	4	8	Effective utilisation of change management techniques in order to prepare team and make staff fit for roles	JG	2	2	4	
6)	Failure to plan for new case management system in coming months	Resulting in failure to be able to maintain records to appropriate level and plan for the future	To maintain case records	JG	2	4	8	IS Department to source case management system. Project Manager to procure in line with EU Tender regs.	IS	2	2	4	

Appendix 7 Portsmouth YOT Response to Recommendations of Thematic Inspections during 2012-13

- **Transitions- An inspection of the transitions arrangements from youth to adult services in the criminal justice system:** The YOT Has been fully involved in the development of a new shared joint transitions protocol with Hampshire Probation Trust and the three other Hampshire YOTs. This protocol is to be launched in October 2013
- **Looked After Children: An inspection of the work of Youth Offending Teams with Children and young people placed away from home:** _The key recommendations relating to YOTs require YOT managers to ensure that:
 - **Accurate information about children and young people who are looked after is sent promptly to the new YOT-** This is undertaken in every case in Portsmouth. Outside YOTs will not normally accept transfer without full records and we do not accept full transfer into Portsmouth until full records have been sent
 - **Assessments, intervention plans and reviews take full account of impact of being looked after-** Quality assurance work throughout the year indicates that PYOT are not always undertaking this appropriately. Performance improvement is one of the key priorities in the Strategic Youth Justice Plan and this will be reviewed further during the course of the three year strategy
 - **The enforcement process takes CLA status into account-** following the recent re-introduction of Compliance Meetings , this is taking place
 - **Action is taken to increase the number of young people who are dealt with through restorative justice measures when offending in a residential setting-** this action is being dealt with through the PYOT's on-going restorative justice objective in the Action Plan and is discussed at the Priority Young People Strategy meetings
- **Examining Multi Agency Responses to Children and Young People who sexually offend:** The report highlighted a number of recommendations that the YOT Management Board needed to ensure was in place. The YOT Manager fed back to the YOT Management Board in March 2013 noting that all bar one recommendation was in place. This omission related to the lack of clarity as to whether there was enough appropriately trained staff in the YOT. Currently there are a number of staff trained in AIM assessment and so there is no concern in relation to immediate training needs. However, it should be noted that the PCC Learning and Development Team are creating a bespoke training plan for the team which will address the needs of the team in dealing with young people who pose a high risk of harm. Full details of this plan should be available by the end of 2013. Further AIM Training will be investigated if appropriate and discussions are taking place with the Portsmouth City Council staff member with responsibility for working with children displaying sexually problematic

behaviour. She in turn is discussing with the Head of Children's Social Care and Safeguarding (who also sits on the YOT Management Board)

- **Use of Restorative Justice in the criminal justice system**: The YOT Manager has been undertaking a review of the PYOT Restorative Justice Strategy throughout the year and an update of protocols and procedures is planned for December 2012
- **The Management of Electronically Monitored Curfews and Review of Disability Hate Crime**: Recommendations from these inspections has not been reviewed specifically thus far and the intention of the PYOT Manager is to review and implement changes by the end of the financial year.