

Title of meeting:	Cabinet Full Council
Date of meeting:	Cabinet 2 nd November 2021 Full Council 9 th November 2021
Subject:	Portsmouth Youth Offending Team (PYOT) Annual Youth Justice Strategic Plan 2021-2023
Report by:	Lisa Morgan, PYOT Service Leader.
Wards affected:	All
Key decision:	No
Full Council decision:	Yes

1. Purpose of report

1.1 To share with Cabinet and Full Council details of the Portsmouth Youth Offending Team Partnership Management Board's (PYOT) Strategic Youth Justice Plan 2021-23 (Appendix 1) and seek approval for that Plan.

2. Recommendations

2.1 Cabinet to approve the plan and the priorities set out within it.

2.2 Cabinet recommends the plan is approved by full council.

3. Background

3.1 The Strategic Youth Justice Plan 2021-23 has been agreed by members of the PYOT Partnership Management Board and requires final approval by full council in line with governance processes.

3.2 This Plan has been updated following a review of the previous plans and objectives and in accordance with the current operational and strategic priorities as agreed by the PYOT Partnership Management Board.

3.3 The Plan notes achievements to date and identifies a range of partnership working activities which are in place. It also highlights work planned for 2021-23 in respect of key performance indicators and other aspects of our work.

4. Reasons for recommendations

4.1 Local Authorities have a statutory duty to submit an annual youth justice plan relating to their provision of youth justice services to the Youth Justice Board (YJB), which can be published in accordance with the directions of the Secretary of State. Key areas of content are stipulated within guidance issued by YJB, subject to local arrangements for governance and sign off. The Strategic Plan 2021-23 has been agreed by members of the PYOT Partnership Management Board based on analysis of current risks and needs. It now requires approval by Cabinet in line with local governance processes and, subsequently, recommendation to Full Council for adoption as the statutory plan.

5. Integrated impact assessment

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

5.1.1 It is a statutory requirement for us to produce Youth Justice Strategic plan under Section 40 of the Crime and Disorder Act 1998

5.1.2 The Youth Justice plan is subject to an annual review to ensure the plan is up to date and relevant, and partner agencies have had the opportunity to comment on the review of the strategy for example: the PYOT Management Board.

5.1.3 The overall aim to update on the progress made to date and to make clear the objectives, priorities and necessary changes that are still required to improve service delivery within the PYOT and wider partnership.

5.1.4 The review does not include any changes to the service provision or policy so an EIA is not required in this instance.

6. Legal implications

6.1 Section 40(1) of the Crime and Disorder Act 1998 ("the Act") provides that::

(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 Further, under Section 40(4) of the Act, the local authority must submit their youth justice plan to the Youth Justice Board established under section 41 of the Act, and shall publish it in such manner and by such date as the Secretary of State may direct..

6.3 In accordance with Regulation 4(1) and Schedule 3 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 the Plan is to be referred to Full Council for consideration and adoption.

7. Director of Finance's comments

The Portsmouth Youth Offending budget is made up of grant income and partner contributions. The Strategic Plan will need to be monitored alongside the budget, and will need to take into account any changes in income the budget might have in future years, along with changes to planned expenditure.

Signed by: Sarah Daly, Deputy Director Children and Families Services,
Children, Families and Education

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:

Title of document	Location
Strategic Youth Justice Plan 2021-23	Appendix 1

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

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Signed by:



PORTSMOUTH STRATEGIC YOUTH JUSTICE PLAN 2021-23

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

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1.	Introduction from the Chair of the YOT Partnership Management Board
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Under Section 40 of the Crime and Disorder Act 1998, it is the duty of each Local Authority, after consultation with partner agencies, to formulate and implement an annual youth justice plan setting out:

- **How youth justice services in their area are to be provided and funded**
- **How the youth offending team (YOT) or equivalent service will be composed and funded, how it will operate, and what functions it will carry out.**

For 2020-21, our planning- like many others- focused on contingencies and responses to the COVID-19 pandemic, with tentative recovery as restrictions would allow. This year we will build more readily on our recovery focus, rebuilding our services with learning from the pandemic, recognising both the opportunities and challenges it has presented in the past 18 months.

Our plan for 2021-23 is aligned with wider strategies developed under the umbrella of the Portsmouth Children's Trust Plan 2020-23, embedded within the Portsmouth Safeguarding Strategy 2020-23 and supported by Hampshire Constabulary's Child Centred Policing Strategy. It has been developed and agreed across the Portsmouth Youth Justice partnership, working together to reduce offending and reoffending by children in Portsmouth, via the Portsmouth YOT Partnership Management Board.

We have agreed our areas of focus as: Reducing First Time Entrants, Reducing Reoffending and Reducing Use of Custody. Within these, we aim to enhance our delivery of prevention and diversion options, ensure timely and co-ordinated responses to risk and need, and embed early, constructive resettlement within our work. We will explore opportunities for family based work within YOT practice. We will also sharpen focus on diversity, identifying disproportionality where it exists, and putting in place plans for remedial action where required. Working with the local Violence Reduction Unit, we will continue to strengthen our work to reduce serious youth violence in the City and in recognition of national developments, seek to embody a 'child first' approach in all that we do. Within that, we will seek to offer increased consultation on our work and key decision making, hearing more about what our key stakeholders want and need to inform our decision making and strategic delivery.

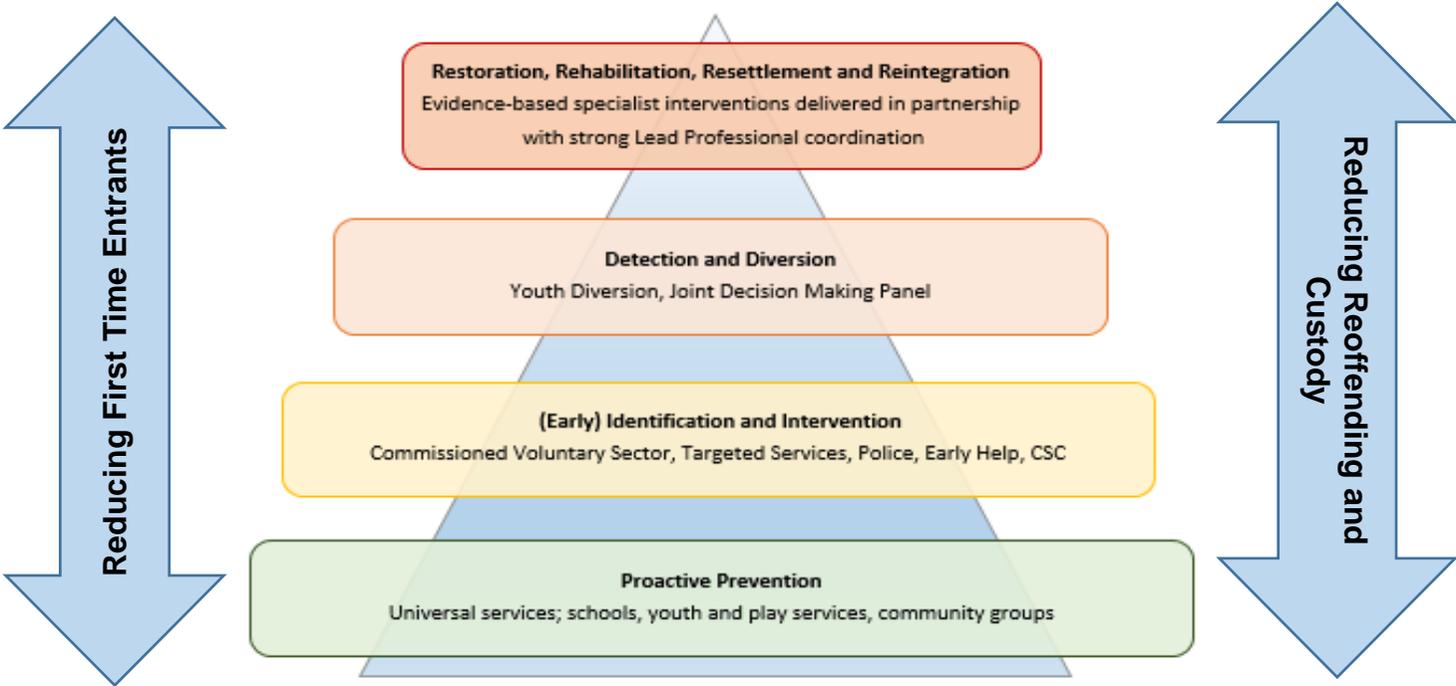
Collectively, we will identify opportunities for improvement, tackle risks and challenges which may pose barriers to success, and continually strive to focus on our key areas of priority in youth justice; recognising our achievements to date, building on our effective local partnership arrangements, and working together to meet our key aims and objectives. We have adopted this approach to ensure the oversight and delivery of youth justice services in Portsmouth is a key part of our overall work to keep our children, and our City, safe.

Superintendent Clare Jenkins, on behalf of the Portsmouth YOT Partnership Management Board.

2. Vision and Strategy for Youth Justice Services in Portsmouth

Over the last 12 months, we have reflected on our approach and redesigned our strategic youth justice objectives to bring them *out of the YOT*, and *in to* a broader partnership-led approach.

We have created a model to depict our vision of how the various levels of youth justice practice and delivery, and our key performance indicators, correspond to services operating at more traditional safeguarding tiers.



Within our day to day work, we will support staff in our own organisations- Police, Office of Police and Crime Commissioner, Probation, Health, Social Care and Education- to understand the role they can play in preventing and diverting children from offending, and reducing reoffending, to actively contribute to youth justice partnership aims. The YOT Service Leader will support this via a local Preventing Offending Champions Network, and the work of the local YOT Team.

We have aligned our work in Youth Justice with the over-arching Portsmouth Children's Trust Plan 6 priority areas:

1. Improve education outcomes - the Education Strategy
2. Improve early help and safeguarding - the Safeguarding Strategy
3. Improve physical health - the Physical Health Strategy
4. Improve Social, Emotional and Mental Health - the SEMH Strategy
5. Improve outcomes for children in care and care leavers - the Corporate Parenting Strategy
6. Improve outcomes for children with Special Educational Needs and Disabilities - the SEND Strategy

Under Children's Trust Priority 2, the Safeguarding Strategy outlines 10 Strategic Objectives, of which Strategic Objective 5 is to "Reduce the prevalence and impact of offending, serious violence and custody".

The Portsmouth Youth Justice Strategic Plan has been agreed to support this, and is therefore now embedded within wider strategic planning as follows:



Deliverables are outlined in detail Appendix One. They will be monitored via the YOT Partnership Management Board, and feed in to wider partnerships aim and objectives via the Safeguarding Strategy and Children's Trust Plan.

During 2021-23, we will focus on the following key areas of work to support effective delivery of youth justice services:

Reducing First Time Entrants	Reducing Reoffending	Reducing Use of Custody
<ul style="list-style-type: none"> • Early Identification • Preventative Pathways • Effective Diversion 	<ul style="list-style-type: none"> • Swift and appropriate responses • Strong, coordinated whole family support & challenge. • Maximise resourcing to support targeted planning. 	<ul style="list-style-type: none"> • Preventative targeting • Remand/Sentence Reduction • Early constructive Resettlement
<ul style="list-style-type: none"> • Increase identification of SLCN amongst children • Increase workforce awareness of identification of, and responses to, criminogenic need. • Ensure MASH pathways identify criminogenic risk and refer on appropriately through clear pathways. • Establish FTE profile • Establish systems through MATs for identifying cohorts who may be at risk • Increase number of schools where (PACE) and restorative approaches are in place. • Work in partnership with SEMH Special School and Alternative Provision to reduce exclusions and increase family support. • Develop coherent/clear youth crime prevention offer with VCS and confirm pathways. • Ensure violent crime prevention initiatives are offered within Schools and pathways are in place to secure additional support for children and families. • Hold monthly FTE Multi-Agency Scrutiny Audits Feb-Aug 2021. • Enhance threshold application and revise Triage delivery to align with MASH • Inform local innovation via Ross-Force review of PYOT/Hants area Triage decision making re: FTEs • Identify, develop and share evidence-based interventions to tackle criminogenic need • Establish Point Of Arrest (point of entry) Youth Diversion Scheme 	<ul style="list-style-type: none"> • Maximise 'windows of opportunity' outside YJS processes - not waiting for formal YJ process. • Embed and expand 'Preventing Offending' Champions Network across the City. • Revise Triage processes in YOT to enhance pre-Panel assessment, including Voice of the Child. • Improve offence to outcome timeliness. • Ensure clear Lead Professional allocation and whole family planning is in place. • Adopt 'Staying Close' PATH approach and enhance work with Parents/Carers/Families within YOT • Develop work on SLCN to support earlier identification and assessment of support needs at Court. • Identify options within the overall partnership resource through shared assessments, planning, interventions and workforce development. • Develop Reoffending Profile • Develop the YOT offer for children who re-offend, based on that profile and stakeholder feedback and inform partnership approaches. • Align cross-agency plans; ensure effectiveness is regularly reviewed against shared aims • Co-ordinate Exit/Step Up/Step Down plans across all agencies to ensure these take account of criminogenic need • Align work with wider exploitation, safeguarding and 'at risk' approaches • Develop City wide responses to SYV via YJB SYV checklist and 	<ul style="list-style-type: none"> • Develop Custody Cohort Profile through use of data from YOT and partnership services • Utilise custody cohort profile to strengthen early identification and support targeted preventative interventions (link to VRU). • Enhance interventions available across the City to reduce the incidence of repeat and most serious offences • Establish Remand Reduction Strategy • Develop partnership response strategies for those at risk of custodial remand and/or sentencing. • Ensure robust bail packages are supported through partnership working. • Revise and embed EH, CSC and YOT Joint Working Protocol specifically in relation to RILAA/YDA remands • Embed Constructive Resettlement within YOT Practice • Develop understanding of Constructive Resettlement practice across key areas of the partnership workforce • Actively seek stakeholder feedback and reflect on 'lived experiences' to inform and improve practice in this area. • Enhance strategic oversight of service delivery in the Secure Estate to support effective monitoring (and escalation if required)

We will review our progress at the end of 2021-22 to identify any new objectives required and refresh this plan in full at the end of 2022-23.

During this time, we will seek to embody and embed the YJB's vision is of a Child First youth justice system, defined as a system where all services:



- **Prioritise** the best interests of children and recognising their particular needs, capacities, rights and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.
- **Promote** children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.
- **Encourage** children's active participation, engagement and wider social inclusion. All work is a meaningful collaboration with children and their carers.
- **Promote** a childhood removed from the justice system, using pre-emptive prevention, diversion and minimal intervention. All work minimises criminogenic stigma from contact with the system.

Within this, we will explore how to increase consultation, feedback and evaluation about our work and strategic decision making. We want to hear more about what our children, parents/carers, victims of youth crime, staff, volunteers and other key stakeholders think about what we are doing, how well we are doing it, and what they would like us to do in future. We also want to expand the ways in which we receive these views, offering a variety of opportunities at various times and via a range of means, to ensure this is as accessible as possible. This will build on developments in technology during the COVID 19 period, but also retain and develop existing methods in recognition of the potential digital divide.

We also want to be more effective in sharing our key messages and updates, continue to develop our online presence via a new website and communicate more widely through a range of channels.

Finally, we want to explore how models of family based work can be incorporated into the YOTs delivery of frontline practice; expanding existing work done with parents and carers in relation to their children, and broadening this where possible to include effective responses to needs and risks within the wider family to encourage and support sustainable change. Working restoratively with families, we need to seek their views on this, to underpin any resulting approaches.

3.	Governance, leadership and partnership arrangements
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Overall Summary:

Nationally, the YOT is supported and overseen by the Youth Justice Board for England and Wales, a non-departmental public body sponsored by the Ministry of Justice. Locally, it is overseen by the Portsmouth YOT Partnership Management Board which meets on a quarterly basis and is chaired by the Local Superintendent, consisting of core representatives from the 4 statutory agencies, Children's Services (including Education), Hampshire Constabulary, National Probation Service and Health. Representatives of Her Majesty's Courts and Tribunal Services, the Office of Police and Crime Commissioner and the lead Member for Children's Services are additional core members. Board members also attend a range of connected partnership forums, including the Local Safeguarding Children's Board, the Corporate Parenting Board, the Health and Wellbeing Board, and the Children's Trust.

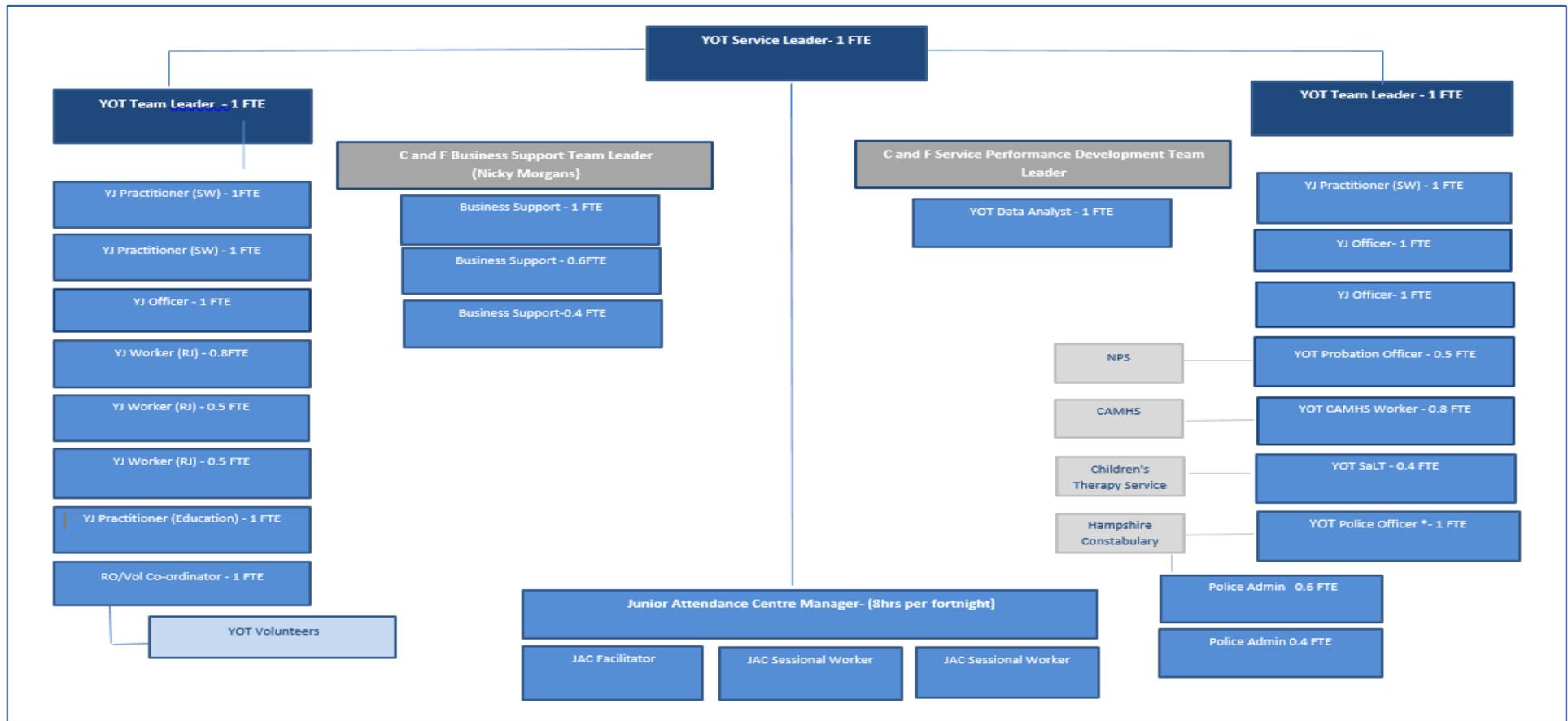
The local Board holds the YOT to account by monitoring performance against both national and local indicators, reported on a quarterly basis via the YOT Service Leader, and ensuring that it maintains compliance with the terms and conditions of YJB Grant. It oversees youth justice services for the Portsmouth City Council (PCC) Local Authority area comprising the local Youth Offending Team (YOT), Junior Attendance Centre (JAC) and Appropriate Adult (AA) services contracted out to The Appropriate Adult Service (TAAS). The YOT continues to be located with the Harm and Exploitation branch of Children and Families Services within the Children, Families and Education Directorate. Broader preventative functions (including targeted support) in the Portsmouth area are served via Early Help and Prevention services, and supported by a range of programmes offered via third sector organisations.

The YOT Management Team consists of:

- The Head of Service for Harm and Exploitation- who is embedded within the wider Children and Families Senior Management Team, reporting to the Deputy Director for Children's Services. Their remit includes domestic abuse, Prevent, edge of care and substance misuse services as well as the YOT. They attend the Safer Portsmouth Partnership (SPP) and are Co-Ordinator for the local Violence Reduction Unit.
- The YOT Service Leader- who has strong links with youth justice services in the pan-Hampshire area, attending quarterly meetings with pan-Hampshire YOT Managers who divide representation at local criminal justice forums (including the Local Criminal Justice Board) and other partnership meetings between them.
- Two YOT Team Leaders- (one of whom is on secondment whilst the substantive post-holder completes their own secondment to HMIP) who supervise frontline practice and provide operational links for youth justice functions delivered across the City including the Joint Decision Making (Triage) Panel and services to local Courts

A shared Business Support Team Leader oversees YOT administrative functions (alongside similar in two locality Social Care Teams). Other YOT functions are supported by PCC colleagues in IT, Human Resources, Finance, Workforce Development and Service Performance Development Teams. A new YOT Data Analyst post commenced in May 2020, supported via OPCC Grant funding, to support and inform our work and is based within the PCC Children and Families Service Performance Development Team.

In the wider YOT Team, Youth Justice Practitioners (Social Workers), Youth Justice Officers and a Probation Officer form the 'case management' hub of the team, sharing overall responsibility for the supervision of Out of Court Disposals and Court Orders (including custodial sentences) and providing services to the local Courts. The Referral Order and Volunteer Co-Ordinator arranges delivery of our Referral Order panels, and the recruitment, training and supervision of our YOT volunteers. Restorative Justice Practitioners deliver services to victims of youth crime in line with the Victim Code, including victim contact and interventions to repair the harm caused. Substance misuse services for under 19s are provided via the local children's Drug and Alcohol Support Service, which the YOT can refer in to, whilst in-house specialist workers are available in relation to Education, Mental Health, Speech and Language. The YOT PC performs key duties in respect of Joint Decision Making (aka Triage), delivery of Out of Court Disposals and additional monitoring of the YOT's Priority Young People Scheme (overseeing children assessed as posing a High Risk of Reoffending). JAC staff continue to offer fortnightly delivery of JAC sessions. The current structure is as follows:



4.	Resources and services (including planned partnership working)
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Our YJB Effective Practice grant and partnership contributions (both cash and in kind) are outlined below:

Agency	Staffing Costs	Payments In Kind	Other delegated funds	Total
Youth Justice Board	236,530			236,530
Local Authority	403,470		107,300	510,770
Police		76,600		76,600
Police and Crime Commissioner	71,400			71,400
Probation	5,000	22,000		27,000
Health	54,800	30,700		85,500
Other	10,000			10,000
Total	781,200	129,300	107,300	1,017,800

With these provisions, we will meet staffing requirements and deliver our statutory functions, including supervision of bail and remands, out of court disposals and court orders (including custodial sentences) via the Youth Offending Team, delivery of a Junior Attendance Centre and provision of Appropriate Adults (via contract with The Appropriate Adult Service). The YOT also delivers non-statutory work in relation to children made subject to Youth Community Resolutions as part of our commitment to reduce First Time Entrants, and supports the work of the Courts and Secure Estate. Where grants are received, they are used in accordance with their Terms and Conditions to support our aims for continual improvement, as outlined in our delivery plan (Appendix One)

For 2021-22, we have already been able to achieve the following:

- Continuation of the YOT's Referral Order and Volunteer Co-Ordinator post and recruitment of a new full time YOT Data Analyst to support the YOTs data and performance functions, who will be based in the Directorate's Service Performance Development Team, via grant from the Office of Police and Crime Commissioner.
- Confirmed, recurring YOT Speech and Language Therapist at two days per week (building from previous year on year funding) to create a permanent role funded via the Clinical Commissioning Group and located within the Portsmouth Children's Therapy Service.

We are also intending to:

- Recruit a new permanent, full time Youth Justice Practitioner to support developments in Triage and Diversion, supported via re-allocation of funds from the overall YOT budget.
- Recruit a temporary, full time YOT Parenting Support Practitioner to support the YOTs work with parents and carers, strengthen links with existing providers of parenting support and increase our understanding of need in this area to support all areas of YOT work. This will be funded via a temporary, one off uplift to the YJB Effective Practice Grant.

Outside the YOT, through effective, collaborative working, we intend to progress the aims of the Youth Justice Strategy across the YOT partnership and beyond. In 2021-23, our performance will be improved through partnership working such as:

- strengthening further the links with colleagues in Early Help and Prevention, and other services offering preventative functions, to reduce the rate of entry into the youth justice system in Portsmouth
- re-evaluating and remodelling our work in 'Education and Youth Justice' to strengthen links between the YOT and Local Authority Educations services, as well as schools, colleges and other providers for both the pre and post 16 age group
- working closely with Police partners in relation to their Child Centred Policing Strategy given the clear links to delivery of youth justice outcomes and services to victims of youth crime, including work on disproportionality and diversion (respectively).
- ensuring the YOT is represented on the Portsmouth Violence Reduction Unit (VRU) and Pan-Hampshire VRU Core Group, to influence and inform resource allocation in the City (and wider pan-Hampshire area) to prevent and reduce serious youth violence.
- aligning the YOT more closely with the Local Authority Multi-Agency Safeguarding Hub (MASH) to support improved information gathering within existing resource, particularly in relation to children being harmed, or at risk of being harmed, by exploitation and continuing our work to reduce the criminalisation of Looked After Children.
- streamlining the monitoring of Child and Adolescent Mental Health Services and Speech and Language contracts secured through integrated commissioning, and supporting continued delivery of the local children's Drug and Alcohol Support Service; seeking also to develop the YOT's joint working with School Nurses and Health visitors over time.
- continuing to deliver our well-established Youth to Adult Transition work in partnership with Probation and Through Care services, and enhancing our transitions work further to embed constructive resettlement practice for children in custody

Then:

In May 2020, our National Standards Self- Assessment was completed and submitted to the Youth Justice Board. In July 2020, the YOT Partnership Management Board reflected on its progress to date by reviewing the Strategic Plan from the previous year (2019-20) as follows:

First Time Entrants - Work focussed on 4 key areas- wider awareness-raising, early help and prevention, YOT intervention delivery and joint working with Police. An FTE cohort analysis supported greater understanding of key issues in this area, including service involvements outside the YOT, and generated a helpful level of debate. Good progress was made against planned actions with the outcome of raising the profile of First Time Entrants rates across key areas of the partnership. Whilst this had not yet impacted in terms of reducing First Time Entrants in Portsmouth, it moved discussion on to consider what was required from the wider partnership and what opportunities were available to develop strategic approaches which could be more cognisant of criminogenic need and exploitation.

Reoffending- Work in 2019/20 focussed on 6 key areas- understanding the local reoffending cohort, identifying the extent and impact of 'system' delays, strengthening support for key points of transition and vulnerability (Y2A and LAC), delivering a robust and effective Priority Young Person (PYP) Scheme, embedding processes to improve the quality of YOT's delivery, and ensuring that service development is informed by service users. Progress was made against all actions assigned, though was stronger in some areas than in others which was perhaps a consequence of both the number of actions agreed in this section, and the breadth of scope they commanded. Whilst it had yet to impact on the reoffending rate, analysis had identified key lines of enquiry and potentially two distinct cohort groups (those who commit less than 5 offences, and those who commit more) within the reoffending group.

Use of Custody- Work during 2019/20 focussed on 4 key areas- report writing, reflection, serious youth violence and resettlement. It was assessed that work already completed in 2018/19 had contributed to the reduction subsequently evidenced, with progress made in 2019/20 contributing to an ongoing downward trend. The ongoing delivery of the YOT's Priority Young Person scheme, with its additional management oversight and developing links to relevant services, had supported sharper oversight of and for those children, to ensure opportunities for collaboration, risk management and community sentencing were not missed. A key issue of repeat sentencing, often linked to delays in case progression, had been highlighted and informed the YOT Management Board's approach to monitoring offence to hearing timeliness which appeared to be improving, and the development of more bespoke sentencing proposals had supported sentencer confidence as well as compliance with resulting Court Orders.

Actions identified in the National Standards Self-Assessment were progressed throughout the year under challenging circumstances arising from the COVID-19 pandemic, as was our work on the 3 national Key Performance Indicators. At times, responses to COVID-19 were rightly prioritised, as was the opportunity to reflect on what was required to support COVID recovery, but our core work continued and resulted in our revised current plan.

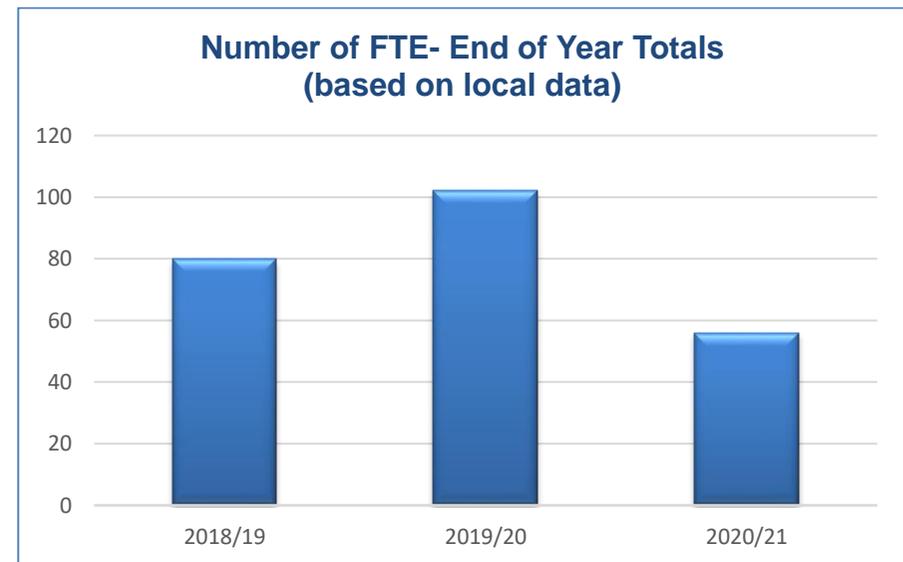
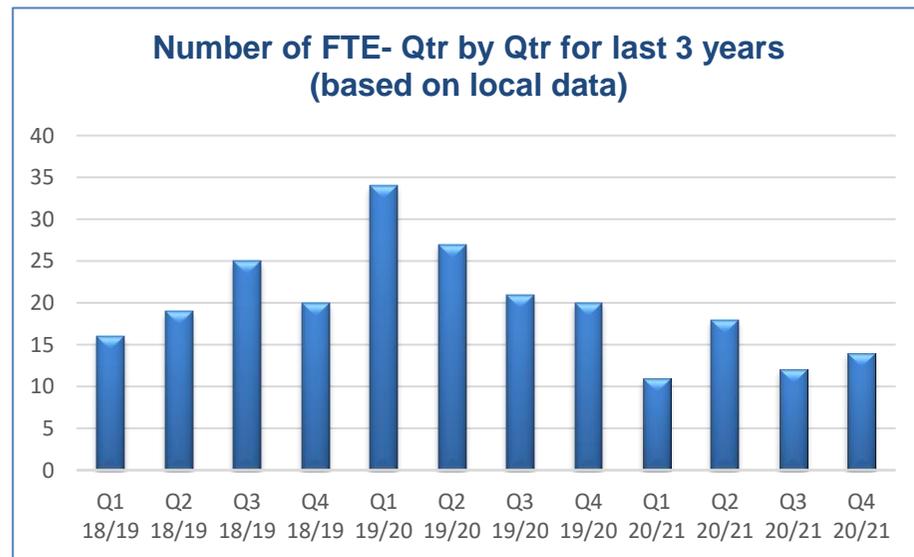
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First Time Entrants (local data):

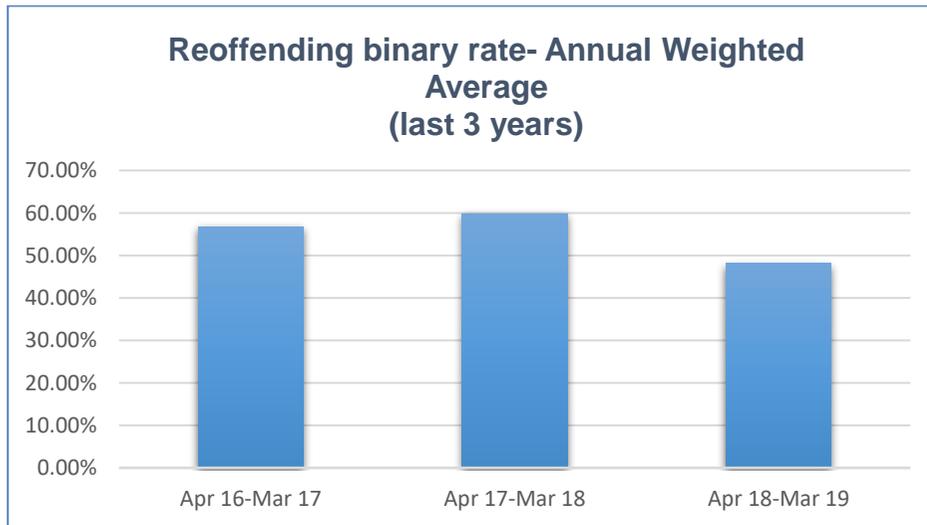
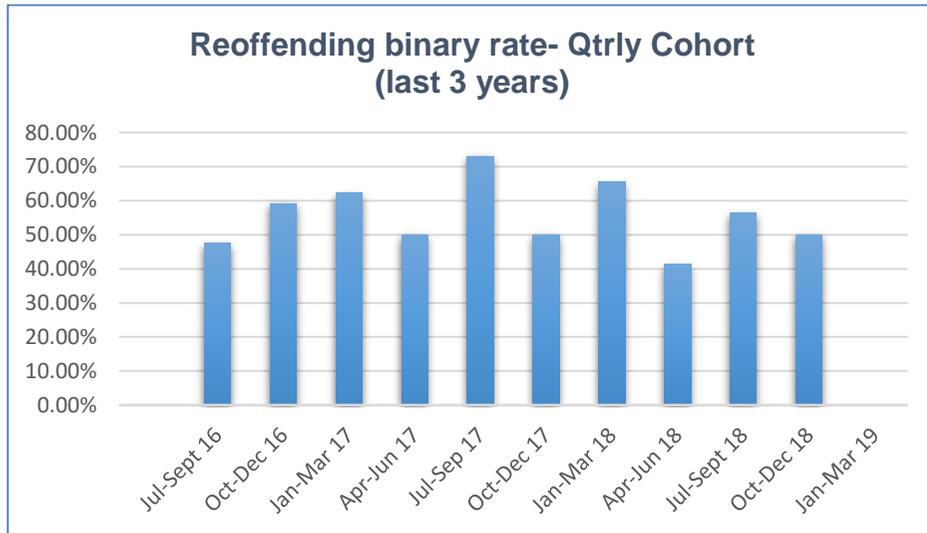
Children become First Time Entrants when they receive a first 'substantive outcome' i.e. Youth Caution (YC), Youth Conditional Caution (YCC) or Court conviction. For monitoring purposes, this measure is calculated in full year rolling periods as a rate per 100,000 of the local 10-17 year old population via data drawn from the Police National Computer and Office of National Statistics.

Unfortunately, due to COVID disruption, national data for 2020-21 is not available. Therefore the below reflects data gathered locally, and shows the number, rather than rate, of FTE identified via the YOTs Case Management System in the periods stated. Whilst this is not directly comparable to national data, and has yet to be checked against trends within it, it has enabled a level of monitoring throughout the year in the absence of those national returns.

Prior to the temporary cessation of national returns, the PYOT rate was considerably higher than national and comparator averages and therefore this will remain an area of priority for the Board. However, based on local figures, the number of FTE in Portsmouth has reduced over 2020/21 in comparison to the previous 2 years. In fact, local figures suggest the number in 2020/21 was almost half of that for 2019/20 (n=102, reducing to 56). Confirmation of this trend (and any resulting position amongst comparators) is awaited via publication of national data. Analysis is also planned to understand what other steps are needed to reduce our rate.



Reoffending (national data):

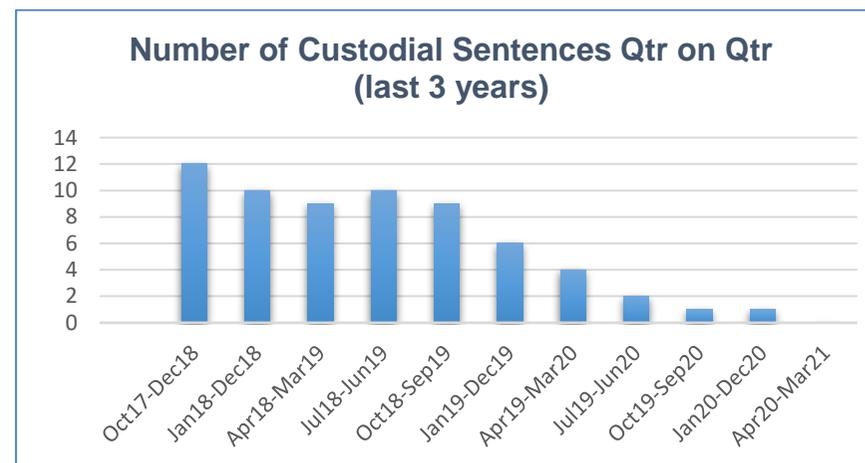
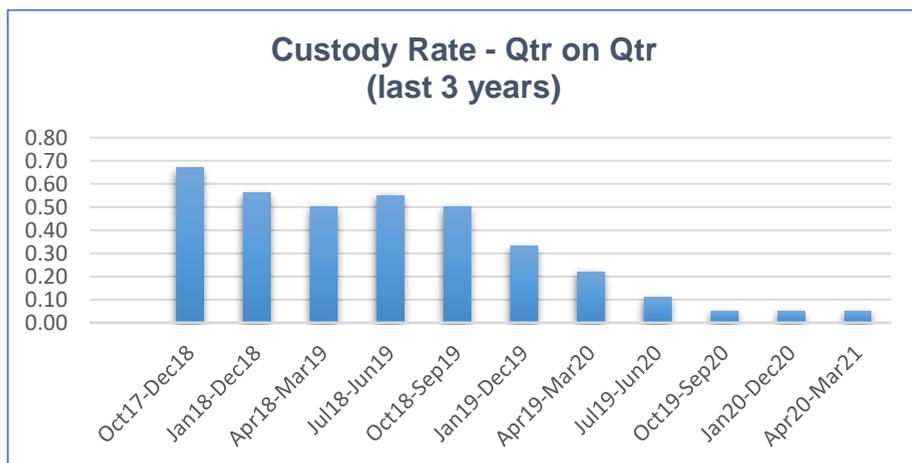


This indicator measures reoffending using data drawn from the Police National Computer (PNC). It reports on children who are released from custody, received a non-custodial conviction at Court, or a caution within a rolling 3 month period. A proven re-offence is defined as any offence committed within a following 12 month period, or within a further 6 month waiting period to allow the offence to be proven in Court. This is the same methodology used to calculate adult reoffending rates.

Whilst there has been some disruption to the availability of national data during the COVID period, this has largely been resolved and therefore the charts here are based on most recent national returns. Given the data lag, they do not yet evidence any impact of recent work to reduce reoffending rates, or the COVID period. However, the new YOT Data Analyst will be able to develop a greater understanding of more recent cohorts to support the Board in their work.

Figures for the more recent periods evidence fluctuation within the 3 month cohort but within that what could be an emerging trend of reduction with the binary rate (the % of children within the cohort who go on to reoffend) based on annual weighted averages. Positively, the YOT area's reoffending frequency rate (the number of re-offences per offender/reoffender) is also evidencing some reduction in most recent returns. However, reoffending rates in Portsmouth remain higher than regional, comparator and national averages, and this will therefore remain a priority area for our work.

Use of custody:



This indicator counts the number of custodial sentences given in rolling 12 month periods to young people with a local residence aged under 18 years on the date of their first hearing related to the outcome, drawn from the YOTs Case Management System. It is presented as a 'custody rate' as per 1,000 young people in the local population, taken from the Office of National Statistics midyear estimates.

The first graph shows the rate per rolling periods for the last 3 years based on national data. The second graph shows the actual number of custodial sentences imposed based on the local case management system.

PYOT have achieved an ongoing reduction in custodial sentencing over the last 3 years, which is attributed to improvements in YOT assessments and Court Report writing as well as good working relationships with Court services who have confidence in YOTs delivery. However, it is assessed that more recent reductions may also have some link to COVID disruption to the Courts, and resulting delays; it is also noted that serious youth violence may result in increases, and therefore this area will be monitored closely.

Overall, there is evidence of local improvement within all 3 key performance indicator areas from the end of year data currently available to the partnership. However, we await confirmation of delayed national returns to assess and evaluate this fully, as well as review our position amongst comparators and the regional/national average. We have also secured additional resource to support this work, through the new YOT Data Analyst post, and develop greater insight over the coming year.

Next:

We are keen to improve our understanding of the YOT cohort, which has been a key driver for the new YOT Data Analyst post, to inform both our strategic decision making and operational delivery over the course of this Strategic plan.

Our primary Board priority for 2021-22 will be reducing the rate of First Entrants becoming known to the Youth Justice System.

Work has already begun to understand and address this, including collaboration with Pan-Hampshire YOTs to develop proposals for Youth Diversion to be adopted in the Hampshire Constabulary area. For this key priority, we want to secure:

- Early identification
- Preventative Pathways
- Effective Diversion

Our second Board priority for 2021-22 is to reduce reoffending by children). We want to ensure our services offer:

- Swift and appropriate responses
- Strong, co-ordinated whole family support and challenge
- Maximisation of resourcing to support targeted planning.

Reducing use of custody is also important, and will be progressed under our delivery plan mainly via relevant Heads of Service and the YOT Service Leader due to progress already made in this area (which will be subject to ongoing review). We are cognisant of the needs of children who experience custodial disposals, and of our responsibility to continue to deliver with and for them, and are therefore seeking to achieve across the partnership:

- Preventative targeting
- Remand/Sentence Reduction
- Early Constructive Resettlement

Within all of the above, we want to develop our local understanding of, and response to, disproportionality in response to the YJB's January 2021 report on remands and sentencing. Alongside this, the YOT Service Leader and Data Analyst will work with the Data and Performance Team Leader and PCC Strategic Intelligence Manager to re-assess our local targets and monitoring measures over the course of 2021-22, to create an enhanced reporting framework for 2022-23.

An Operational Team Plan will also guide the work of the YOT Management Team and frontline practitioners, incorporating actions identified in our National Standards self-assessment and subsequent COVID-related learning. This will also be a two year plan, to ensure work is appropriately prioritised and paced, reviewed at 6 monthly intervals.

6. Responding to COVID-19 and Recovery Roadmap

The initial impact of what has now become known as the COVID 19 global pandemic was significant, with the closure of Civic buildings and the necessary technological adjustments to working from home. At the outset of 'lockdown', PYOT adopted 'Temporary Operating Procedures' (TOPs) to outline how key services would be delivered. These have been amended regularly since then, reflecting changes in national restrictions and local planning; associated risk assessments have also been revised as responses to the pandemic developed.

In September 2020 we submitted our COVID Recovery Plan to the Youth Justice Board. This summarised key impacts in relation to the needs of children, the needs of staff and strategic partnerships. It also outlined our intended phased approach to recovery, and recommendations under each of the National Standards for Children in the Youth Justice System to support this as restrictions eased.

Subsequently, we have had to adapt in response to a very uncertain landscape; flexing where possible, revising when not and all the while reflecting on the impact our key decisions have had on the communities we serve in order to continue to offer the best possible service, under the most challenging conditions. Following the first lockdown, the YOT Team reflected on their work during that initial period to identify areas of strength and stretch; reaching an understanding of the progress they wanted to maintain, as well as the practice they wanted to return to. Later, as further lockdowns loomed, the Team reviewed their approach again based on that learning, agreeing greater scope for face to face contact on the basis of need and engagement levels as well as risk status and intervention type. Challenges then were to manage the influx of work as the Courts resumed their work, to find suitable venues for meetings, whilst also supporting children back in to education, and balancing the demands of working from home whilst maintaining confidentiality and continuity of service.

In response, the YOT Team have revised the way their interventions are delivered, to maximise use of technology where appropriate, and build or maintain relationships through face to face contact offered in a variety of locations. Restorative practitioners have also developed ways to repair harm in the absence of more established reparation placements which could not be utilised within restrictions, and staff at JAC have made use of the time made available to remodel their sessions and ensure they are more interactive for future face to face delivery.

Her Majesty's Inspectorate of Probation's publication of the Thematic Review of YOTs' work during the pandemic in November 2020 confirmed similar experiences in other YOTs, and that our work on recovery planning had taken the right focus on managing resumption of Court work, recognition of vulnerability and awareness of education, as well as developing greater understanding of children's access to technology. A series of 'tech time' events were held amongst practitioners to support development of their skills for remote working, and the YOT have now developed a Rough Guide to Remote Communications to support this area of our work and key prompts and guides for the children we supervise. We are also awaiting collation of responses from children and their parents/carers gathered during Feedback February which we hope can further inform the way we shape our service as recovery continues.

In terms of the key areas of our work, aligned to National Standards for Children in the Youth Justice System, we have ensured:

<p>Standard 1 out of court</p> 	<p>The Appropriate Adult Service continued to operate at Police stations in Portsmouth, though moved to an on-call model from in-situ when circumstances required. Joint Decision Making Panel (aka Triage) has continued to meet weekly throughout the pandemic, moving to a virtual platform to reduce unnecessary face to face meetings and associated travel. Out of Court Disposals have continued to be delivered via the YOT PC, with OOCDC Clinics where possible, and the YOT have continued to deliver those disposals through a combination of face to face and virtual contacts.</p>
<p>Standard 2 at court</p> 	<p>PYOT Case Managers have continued to attend Court in person throughout the pandemic, though the number of Court Listings days has been reduced in light of restrictions across HMCTS estates. Access to Cloud Video Platform was arranged relatively quickly, but assessed as less effective for our client group and therefore more appropriate face to face delivery has been maintained. Close working with Court colleagues supported a robust approach to managing the backlog arising from Court closures between March and June 2020, and continued monitoring of the impact of reduced Listings remains in place via regular regional Court Capacity meetings attended by the PYOT Service Leader.</p>
<p>Standard 3 in the community</p> 	<p>PYOT practitioners have maintained contact levels through a variety of means, offering flexibility to enable compliance where this has proved difficult due to family circumstances, access to buildings and/or technology. Levels of face to face contact have varied in line with restrictions in place, and their impact, with significant challenges posed during the winter months when options for 'outside' meetings were dependant on the weather. Use of technology has increased, and is likely to continue in some form, but will not wholly replace the benefits of direct, face to face work. As recovery continues, we are increasing this in relation to Panel Meetings, JAC delivery and Restorative Justice, as well as more 'standard' contacts to maintain levels of reporting. Voluntary contact has also been offered as needed.</p>
<p>Standard 4 in secure settings</p> 	<p>Whilst our custody rate is low, the PYOT Service Leader has received regular updates on arrangements in the secure estate via regional meetings with key partners facilitated via the YJB Regional Advisor. PYOT staff have liaised with colleagues in the secure estate, and meetings have been held via video link when circumstances dictate. Regular updates and newsletters have been circulated when available, and release planning has been completed for those children who have experienced custody during this time.</p>
<p>Standard 5 on transition and resettlement</p> 	<p>PYOTs work in relation to Youth to Adult Transitions has continued, with meetings again moving to a virtual platform to support them taking place. Our work in resettlement has been refreshed with the development of new policy and procedures. Practitioners have also, as far as possible, worked with children and their parents/carers to support them in managing the transitions in and out of lockdown, and in and out of education, as well as the delays caused by disruption to Court work and changes in YOT practice which they will have observed first hand.</p>

Overall, there is much to be proud of in the work we have continued to deliver during the COVID 19 pandemic, and our responses to learning along the way.

7.	Challenges, Risks and Issues
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As we move towards longer term COVID recovery, there will be challenges in managing the impact on our stakeholders, agreeing new ways of working for staff and revising partnership arrangements as required. These will be in addition to existing challenges (e.g. our response to serious youth violence and disproportionality). Our key headline risks and planned actions, are outlined below:

Key Risks	Mitigation/Intended Actions
Impact of COVID experience on children and families resulting in increased risk or need (e.g. offending) and greater demands upon YOT	<ul style="list-style-type: none"> • Strategic planning in place to mitigate impact in education, health and social care (including new School Link Co-Ordinators). • Monitor YOT caseloads and risk/need profile to identify any changes emerging.
Limited availability of suitable accommodation for children who are unable to live with their families.	<ul style="list-style-type: none"> • Continue close working with Social Care colleagues (including use of child friendly profiles and pro-active exploration of placements) • Embed constructive resettlement across relevant teams.
Limited availability of/access to Education, Training and Employment options suitable for the YOT cohort.	<ul style="list-style-type: none"> • Revise Education and Youth Justice Sub-Group to ensure maximum impact. • Strengthen the YOTs pre-16 work with schools and education teams • Explore funding options and other opportunities to increase commissioning/provision at post-16.
Absence of point of arrest diversion impacting on outcomes for children and FTE rates	<ul style="list-style-type: none"> • Continue to work with Police colleagues to shape Diversion proposal • Implement and embed if proposal agreed (or review as necessary)
Continued levels of increased serious youth violence	<ul style="list-style-type: none"> • Violence Reduction Unit and clear delivery plan in place, including focus on preventative work across the City
Service capacity- specifically Team Leader capacity following increased staffing.	<ul style="list-style-type: none"> • Monitoring workloads and reporting lines via quarterly performance report presented by YOT Service Leader. Explore options as required.
Limitations of year on year funding and impact on ability to undertake long-term planning.	<ul style="list-style-type: none"> • Forecast review via quarterly Board Meetings and continue to explore options to increase YOT budget. • Work with OPCC to explore possibility of 3 year funding term.
Unexpected changes to the current COVID Recovery Roadmap (e.g. return to restrictions)	<ul style="list-style-type: none"> • Revert to Temporary Operating Procedures as needed. • Monitor impact via quarterly performance report presented by YOT Service Leader

We will monitor the above, and identify any actions required to address new risks which may emerge during the year, at our quarterly Board meetings.

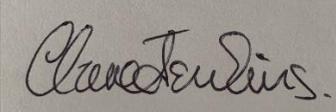
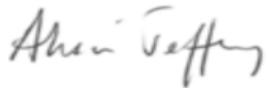
8.	Strategic Delivery Plan
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Our Strategic Delivery Plan is outlined in full in Appendix One; stating the outcomes we are seeking to achieve, the actions we have identified to do that, and the impact we believe this will have.

Ultimately, we want to ensure the number of children entering the youth justice system decreases, that the number of those who do enter it and then reoffend is reduced and that our successes in achieving a reduction in custodial remands and sentences are maintained.

We also want to do this through creating effective and sustainable change, both systemic and individual, to secure the most positive outcomes possible for children and families, and the wider community, in Portsmouth.

Signed on behalf of the Portsmouth YOT Partnership Management Board by Statutory Core Members as follows:

				
Portsmouth District Commander, Hampshire Constabulary	Director of Children, Families & Education Services, Portsmouth City Council	Deputy Director, Children & Families Services, Portsmouth City Council	Head of Southampton, Portsmouth & Isle of Wight, National Probation Service, HMPPS	Assistant Director, Commissioning and Performance, Children and Education Services, Portsmouth City Council

Appendix One: Portsmouth Youth Justice Strategic Delivery Plan

Reducing First Time Entrants				
Outcome	Actions	Impact	Owner	By when?
Early Identification	Increase identification of SLCN amongst children, recognising this as a critical driver of vulnerability to offending.	Children with SLCN are identified, assessed and offered support at the earliest opportunity	HOS Inclusion	April 2023
	Increase workforce awareness of identification of, and responses to, criminogenic need, including expanding use of RASBO (linking to EH and PSCO role)	More children with identified offending risk within caseload for targeted early help	HOS Early Help and Prevention	April 2022
	Ensure MASH pathways identify criminogenic risk and refer on appropriately through clear pathways.	More children at risk of offending given timely, appropriate, targeted support	MASH Service Leader	Sept 2021
	Establish FTE profile	FTE profile is better understood to inform responses; more children identified and considered for earlier help;	Strategic Intelligence Manager	Sept 2021
	Establish systems through MATs for identifying cohorts who may be at risk (e.g. via Childrens Insights Team)			Sept 2022
Preventative Pathways	Increase number of schools where Playful, Accepting, Curious and Empathetic (PACE) and restorative approaches are in place.	Better engagement by young people in schools; fewer exclusions	PEP Inclusion Manager	April 2022
	Work in partnership with SEMH Special School and Alternative Provision to reduce exclusions and increase family support.	Increased attendance and reduced exclusions in 'at risk' groups	Assistant Director, Children and Education Services	Sept 2022
	Develop coherent/clear youth crime prevention offer with VCS and confirm pathways for these to be accessed.	Pathway for access to activities is clear for young people at risk of offending, and easily accessible	HOS Harm and Exploitation and VRU	April 2022
	Ensure violent crime prevention initiatives are offered within Schools and pathways are in place to secure additional support for children and families, when needed.	Actions are taken via schools to support prevention of serious youth violence in line with the work of the VRU	HOS Harm and Exploitation and VRU	Sept 2022
	Hold monthly Multi-Agency Scrutiny Audits Feb-Aug 2021 to explore offence types and possible pathways.	FTE cases are scrutinised for reflective learning to inform future pathways (including Diversion)	HOS Harm and Exploitation and VRU	Sept 2021
Effective Diversion	Enhance threshold application and revise Triage delivery to align with MASH.	Families are contacted promptly, with an early help or social care support offer.	MASH/YOT Service Leaders	Sept 2021
	Inform local innovation via peer/cross-Force review of PYOT/Hants area Triage decision making for FTEs	Additional perspectives sought to inform Portsmouth approach	Hants Constabulary YOT Inspector	Sept 2021
	Identify, develop and share evidence-based interventions to tackle criminogenic for early help services (e.g. Youth Endowment Fund, Early Intervention Foundation, Big Initiative and Youth Justice Effective Practice Hub)	Early Help Family Support Workers, Social Workers and school pastoral staff have a good tool box of interventions to draw from and deliver when young people are at risk of offending	HOS Prevention and Early Help	April 2022
	Establish Point Of Arrest (point of entry) Youth Diversion Scheme and arrangements for local delivery	Diversion scheme in place; fewer children entering the youth justice system	Hants Constabulary, with 4YOT Chairs	April 2022

Reducing Reoffending				
Outcome	Actions	Impact	Owner	Timescale
Swift and appropriate responses	Maximise 'windows of opportunity' outside YJS processes - not waiting for formal YJ process.	Earlier support offered to reduce risk reoffending.	MASH Service Leader	Sept 2021
	Embed and expand 'Preventing Offending' Champions Network across the City to support timely and effective responses to criminogenic needs/risks.	Wider spread understanding and sharing of effective practice around prevention of, and responses to, offending.	YOT Service Leader	April 2022
	Revise Triage processes in YOT to enhance pre-Panel assessment, including Voice Of The Child.	Better informed decision making, with child at the centre of practice	YOT Service Leader	Sept 2021
	Improve offence to outcome timeliness through partnership approach.	Interventions are more meaningful for young people and have greater impact as a result.	Board Chair	April 2023
Strong, coordinated whole family support and challenge.	Ensure clear Lead Professional allocation and whole family planning is in place, drawing on adult service expertise.	Intervention is more effective leading to reduced reoffending	YOT Service Leader	April 2023
	Adopt 'Staying Close' Promoting Alternative Thinking Strategies (PATH) planning approach for children who have offended	Young people more engaged in their own plans; greater effectiveness and efficacy in outcome planning	YOT Service Leader	April 2022
	Enhance work with Parents/Carers/Families within YOT, through clear pathways and joint working	Parents and families are supported alongside their child	YOT Service Leader	Sept 2022
	Develop work on SLCN to support earlier identification and assessment of support needs at Court.	SLCN needs are understood, and approaches offered in YOT to support delivery of effective interventions	YOT Service Leader	April 2022
	Identify options to support this outcome within the overall partnership resource through shared assessments, planning, interventions and workforce development.	Opportunities are identified for progression	All Board members	April 2022
Maximise resourcing to support targeted planning.	Develop Reoffending Profile through use of data from YOT and partnership services, including Reoffending Toolkit (e.g. +/-5 cohort)	Reoffending profile is better understood to inform responses, within a wider context	Strategic Intelligence Manager	Sept 2021
	Develop the YOT offer for children who re-offend, based on that profile and stakeholder feedback, and inform wider partnership approaches.	Future delivery is informed by an understanding of key trends and issues	HoS Harm and Exploitation and VRU and YOT Service Leader	April 2023
	Align cross-agency plans and ensure their effectiveness is regularly reviewed against shared aims.	Systems and processes ensure that plans for individual children are always aligned	HOS for LAC, HoS for Assessment & Intervention, HoS for Prevention and Early Help.	April 2022
	Co-ordinate Exit/Step Up/Step Down plans across all agencies to ensure these take account of criminogenic need.	Preventing offending consistently features where needed in CSC and EH plans		April 2022
	Align work with wider exploitation, safeguarding and 'at risk' approaches (e.g. PACE and transition planning)	Work with young people who offend reflects best practice in wider safeguarding including exploitation	HoS Harm and Exploitation and VRU and YOT Service Leader	April 2022
	Develop City wide responses to SYV via YJB SYV checklist and work of VRU	Clear plan in place for tackling serious violence		April 2022

Reducing Custody				
Outcome	Actions	Impact	Owner	Timescale
Preventative targeting	Develop Custody Cohort Profile through use of data from YOT and partnership services	Custody Cohort is better understood to inform partnership responses	Strategic Intelligence Manager	April 2022
	Utilise custody cohort profile to strengthen early identification and support targeted preventative interventions (link to VRU).	Key risk factors are understood, and responded to, prior to custodial remand or sentence being imposed	YOT Service Leader	Sept 2022
	Enhance interventions available across the City to reduce the incidence of repeat and most serious offences	Timely, early and preventative responses support reduction in repeat offending and SYV	HoS Harm and Exploitation and VRU, and YOT Service Leader	Sept 2022
Remand/Sentence Reduction	Establish Remand Reduction Strategy (inc PACE beds).	Options are understood, and readily applied	HoS for LAC, YOT Service Leader	Sept 2021
	Develop partnership response strategies for those at risk of custodial remand and/or sentencing.	Proportionate, preventative responses support reduction in use of custody	YOT Service Leader	April 2022
	Ensure robust bail packages are supported through partnership working.	Viable and robust alternatives to custody are offered	YOT Service Leader	Sept 2021
Early constructive Resettlement	Revise and embed EH, CSC and YOT Joint Working Protocol specifically in relation to RILAA/YDA remands	Required processes are understood and effectively applied	HoS for LAC, SQT Service Leader, YOT Service Leader	Sept 2021
	Embed Constructive Resettlement within YOT Practice (including use of Resettlement Checklist to inform work with partners in key areas e.g. accommodation, education and health, inc SEND)	Resettlement support needs are identified at the earliest opportunity to support transitions, pro-social identity and successful sentence completion.	YOT Service Leader	April 2022
	Develop understanding of Constructive Resettlement practice across key areas of the partnership workforce.	Resettlement support needs are understood across key partnership organisations.	YOT Service Leader	Sept 2022
	Actively seek stakeholder feedback and reflect on 'lived experiences' to inform and improve practice in this area.	Stakeholder's views are sought, responded to and support ongoing work in this area	YOT Service Leader	April 2022
	Enhance strategic oversight of service delivery in the Secure Estate to support effective monitoring (and escalation if required)	PYOT Board have improved 'line of sight' in to the Secure Estate, and challenge practice where necessary to support constructive resettlement	Board Chair	April 2022

This Delivery Plan will be monitored via the YOT Partnership Management Board and progress against objectives reviewed at 6 monthly intervals.

We will review our progress at the end of 2021-22 to identify any new objectives required and refresh this plan in full at the end of 2022-23.