

Portsmouth

Youth Justice Plan

2023-2025



Service	Portsmouth Youth Justice Partnership
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Contents

1. [Introduction, Vision and Strategy](#)
2. [Child First](#)
3. [Voice of the Child](#)
4. [Governance, Leadership and Partnership Arrangements](#)
5. [Board Development](#)
6. [Progress on previous plan](#)
7. [Resources and Services](#)
8. [Performance](#)
9. [National Key Performance Indicators](#)
10. [Priorities](#)
 - Children from groups which are over-represented
 - Prevention
 - Diversion
 - Education
 - Restorative Approaches and Victims
 - Serious Violence and Exploitation
 - Detention in Police Custody
 - Remands
 - Constructive Resettlement
11. [Standards for Children in the Youth Justice System](#)
12. [Workforce Development](#)
13. [Evidence Based Practice, Innovation and Evaluation](#)
14. [Service Development](#)
15. [Challenges, Risks and Issues](#)

[Appendices](#)

Introduction, Vision and Strategy

Under Section 40 of the Crime and Disorder Act 1998, it is the duty of each Local Authority to form and put into place 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 set up and funded, how it will operate, and what work it will carry out.

In 2021, the Portsmouth Youth Offending Team (YOT) Partnership Management Board set out a 2-year plan for 2021-2023 which was 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. In 2022, we reviewed our 2 year plan, taking into account the feedback we had received during our successful inspection by HMI Probation, and updating it with new priority areas for the remainder of its term. In this document, we set out the details of our new 2-year plan for 2023-25 which has been developed and agreed with all youth justice partners. Our key priority areas will be:



In 2023-25, we will modernise our approach by evolving into a *Youth Justice* Partnership Management Board to reflect the broader scope of our work and support a transformation of the local YOT into a Youth Justice Service (YJS) to reduce the stigma of contact with the system. We will also continue to oversee wider youth justice services including provision of Appropriate Adults and delivery of the Junior Attendance Centre whilst embedding a new Turnaround Youth Justice Programme to support vulnerable children in the City. Additionally, we will further develop our partnership working with the Early Help and Prevention service and the wider Early Help System by developing the Youth Justice offer from the five Family Hubs in the City and supporting the ongoing development of the Early Help System by working with partners to embed the Supporting Families Outcomes Framework which includes outcome measures around children being safe from abuse and exploitation and supporting children, young people and their families to meet outcomes around crime prevention and tackling crime.

Collectively we will identify opportunities for improvement, tackle risks and challenges which may pose barriers to success, and continually strive to improve in 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.

Child First

The national Youth Justice Board (YJB) Child First principles are as follows:

As children	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.
Building pro-social identity	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.
Collaborating with children	Encourage children's active participation, engagement and wider social inclusion. All work is a meaningful collaboration with children and their carers.
Diverting from stigma	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.

Source: [PowerPoint Presentation \(yjresourcehub.uk\)](https://www.yjresourcehub.uk/)

The findings from our Inspection by HMI Probation in 2022 noted our strengths in this area, which we have sought to build on even further over the last 12 months by:

- Exploring options to create an over-arching **Adolescents Board**, including child and parent/carer representation, so that issues relating to youth crime can be considered alongside child exploitation, wellbeing and safeguarding.
- Expanding the range of **Sub-Groups for our Youth Justice Partnership Management Board** to increase focus on quality assurance and workforce development (respectively) and support practitioners and managers to adopt these principles in their day-to-day work.
- Establishing an '**Underpinning Principles and Approaches**' guidance document for practitioners and managers, accompanied by a full day training package, to underpin understanding of key theoretical models and best practice in this area.
- Modernising our service, through a **Service Review**, to establish our Youth Offending Team (YOT) and Junior Attendance Centre (JAC) as combined **Youth Justice Services** to increase join up and reduce stigma. Aligning also with the Adolescents and Youth Adults Service within the wider Directorate.
- Revising our **Service User Feedback** mechanisms, for re-launch under the new Service model, to include online participation in addition to more traditional routes.
- Securing the future of our **Parenting Support Practitioner** post, via the Service Review process and additional Turnaround Youth Justice funding, to ensure continuing collaborative working and support co-production with parents.
- Creating a new role of **Community Engagement Practitioner** to extend our work with volunteers and our engagement with local voluntary groups and organisations.
- Consolidating our use of **Youth Diversion Programmes** with children who are referred to our Joint Decision Making Panel in partnership with Police colleagues and

extending delivery of services via the Ministry of Justice's **Youth Justice Turnaround Programme**, in partnership with Early Help.

Voice of the Child

Voice of the Child

In our 2021-23 Plan, we said we would explore how to increase consultation, feedback and evaluation about our work and strategic decision making. We wanted to hear more about what our children, parents/carers, victims of youth crime, staff, volunteers and other stakeholders think about what we are doing, how well we are doing it, and what they would like to us to do in future. We also wanted to expand the ways in which we receive these views.

Over the last 12 months we have revised our '**Board to Service Comms**' processes to ensure we have more active interaction with, and participation of, frontline staff. Previously, 'comms' messages were sent to the Team in writing after every Board meeting. More recently, summaries of Board discussion and decision making have been delivered directly, in person, at a Team Meeting - increasing contact between Board members and staff as well as opportunity for questions and feedback. These discussions have proved invaluable in enabling Board members to hear the feedback from our children also and bring them 'closer to practice'.

More broadly, in addition to standard self-assessment and evaluation questions within AssetPlus (our assessment tool), the YJS has a well-established feedback framework asking **"3 Key Questions": What do we do well? What could we do better? Is there anything else you would like to tell us?**

This model is accessible to all stakeholders; responses can be verbal or in writing and given at any juncture. It is built into a standing agenda item at Team Meetings to identify specific feedback received from children our services are working with, as well as a 'Good News' item to highlight achievements by children when they occur.

The YJS also participates in an annual **Feedback February** event co-ordinated across the Children's Services Directorate by the Portsmouth City Council Children's Participation Worker. At the time of writing, we are awaiting analysis of responses from the 2023 event. In 2022 feedback was generally very positive; highlighting the quality of relationships developed with staff as well as the value of support on offer. From this, there were two recommendations from children on what the YOT could do better:

"More sport related stuff"

"Keep the sessions shorter"

As a result, the YJS Service Leader and Head of Service explored how to strengthen connections for frontline practitioners to enable children to access sports-based activities through building links with PCC colleagues and local organisations who may be able to provide them. Alongside this, YJS Team Leaders considered how we can support children under youth justice supervision to access arts-based activities and awards to complement any sports-based developments and support additional areas of interest.

In response to this, we have embedded both aspects into a new **Community Engagement Co-Ordinator (CEC)** role which has been established via Service Review. This replaces the previous Referral Order and Volunteer Co-Ordinator post and extends that role to include building relationships with community groups and seeking opportunities to support children and young people to engage in constructive or positive activities. It is hoped that through the additional focus and capacity this post will bring, we can develop our intentions more fully and robustly into action. It is also intended that the CEC will lead on developing our participation and co-production work to strengthen this key area of practice.

Linked to that, the Partnership Management Board have received **bi-annual (twice yearly) reports** from the YJS Service Leader outlining feedback on YJS' work received from children and their parents/carers. Overwhelmingly, this feedback has been positive but it has been difficult to collate and response rates have reduced. To combat this, we have developed **online surveys** for children, parents/carers and other stakeholders which we had planned to launch in 2022-23. In light of the Service Review and subsequent modernisation, we now intend to launch them alongside this renewed plan and support completion and analysis through the Community Engagement Co-Ordinator post.

We also intend to re-establish regular **Feedback Forums** which had taken place in person prior to the Covid pandemic but were suspended due to it. These will provide another mechanism for feedback to be provided- complementing existing paper-based methods, new online surveys and incidental feedback.

If those Forums are well-received, we hope to be able to develop a **Stake Holder Group** (or Groups) to support and inform service-level and strategic decision making (rather than simply seeking feedback on what has already been delivered). This will be a longer-term ambition over the course of our 2 year plan, to inform, identify and consult on key areas of priority to support delivery and development of the service and wider partnership.

We are also keen to ensure we are capturing the **voice of the child at an individual level**, and that the services received by children and families meet their own individual and unique needs in a way which is meaningful to, and effective for, them based on their lived experience.

The YJS Service Leader developed our '**Underpinning Principles and Approaches to Youth Justice Practice**' with this in mind and will work with practitioners over the coming months to develop this beyond conceptual frameworks into practical reality. For example,

exploring ways in which exploration of Social Graces (Burnham et al) can be integrated into our assessments to explore not just unique qualities and strengths, but also consider the barriers which children may have faced, and how they can be reduced or overcome.

Governance, Leadership and Partnerships

Governance, Leadership and Partnership Arrangements

Nationally, youth justice services are supported and overseen by the **Youth Justice Board** for England and Wales, a non-departmental public body sponsored by the Ministry of Justice. Locally, they are overseen by the **Portsmouth Youth Justice Partnership Management Board** which meets on a quarterly basis. Meetings are chaired by the Director of Children, Families and Education.

- **Core Members** are senior managers of the statutory agencies: Children's Services (including Education), Hampshire Constabulary, Probation Service and Health.
- **Additional Core Members** are invited for Her Majesty's Courts and Tribunal Services, the Office of Police and Crime Commissioner, Early Help and the lead Member for Children's Services.
- Over the last 12 months, in response to HMI Probation Inspection feedback, we have also extended that representation to include the local Principal Social Worker (to lead on Workforce Development) and the Children's Services Head of Service for Safeguarding and Quality (to lead on Quality Assurance). We plan to extend further over 2023-25 to include Housing, Youth and Community Safety representatives.

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) as well as Pan-Hampshire Boards and meeting groups.

The Youth Justice Partnership Management Board oversees youth justice services for the Portsmouth City Council (PCC) Local Authority area including the YOT (now YJS) and Junior Attendance Centre. It holds those services to account by monitoring performance against both national and local indicators, reported on a quarterly basis by the YJS Service Leader, and ensuring compliance with the terms and conditions of YJB Grant.

There are now **four Board Sub-Groups chaired by Board Members**:

- Education and Youth Justice (Chaired by the Deputy Director for Education)
- Preventing Offending by Children We Care For (Chaired by the Deputy Director for Children and Families)
- Quality Assurance (Chaired by the PCC Children and Families branch Head of Service for Safeguarding and Quality)
- Workforce Development (Chaired by the PCC Principal Social Worker for PCC Children and Families branch)

All meet at least quarterly, with formalised Terms of Reference, and comprise a range of regular attendees from relevant teams. Updates are provided to quarterly Partnership Board Meetings from all Chairs.

Broader preventative functions (including targeted support) in Portsmouth are served via **Early Help and Prevention** services and supported by a range of programmes offered via third sector organisations. The YJS Service Leader also Chairs and co-ordinates a **Preventing Offending Champions Network** comprising representatives from Early Help, Police, Health, Social Care and Education to support prevention aims. A **PSCO seconded from Hampshire Constabulary to Early Help and Preventions** supports this also.

Early Help and Prevention is in receipt of grant funding from The Department of Education to further develop its five Family Hubs. The Family Hubs have a minimum service requirement for staff in the family hub or linked to the hub, regardless of their specialism, to know how to ask questions to explore the risk factors which may contribute to potential offending behaviour and how to connect children and their families to the right support for their need. Targeted youth support services will be accessible through the family hub, where eligibility criteria is met, including youth focused early intervention initiatives. To further develop the Youth Justice offer in the family hubs, the ambition is for targeted youth support services to be strongly associated with, or co-located in, the family hub, and using the family hub for direct work where this is best for the family. [Family Hub Service Expectations \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

Since April 2015 all local authorities delivering the Supporting Families programme have been required to have in place a local Supporting Families Outcome Plan which sets out what each local authority and its partners consider to be the right indicators of eligibility and successful outcomes - measured at a family-by-family level - against the Supporting Families headline objectives. The new Supporting Families Outcomes Framework sets out ten headline outcomes. Early Help and Prevention use the Supporting Families Outcomes Framework to measure the outcomes of the families they work with. The national Supporting Families Outcome Framework includes five indicators of eligibility under the headline outcome of Children Safe from Abuse and Exploitation reflecting the complex nature of the needs that a family might be experiencing.

The framework also covers young people who are involved in crime and anti-social behaviour as well as young people who are at risk of becoming involved in crime. This allows Early help and Prevention to support families at the earliest opportunity and can be helpful in identifying families where there is strong intelligence about a family's involvement in activities such as gangs, youth violence or serious organised crime, but no proven offence. [Chapter 3: The National Supporting Families Outcome Framework - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

Additionally, in partnership with Early Help and funded by Ministry of Justice, the new **Turnaround Youth Justice (TYJ)** programme has also been established and will be delivered from April 2023 to March 2025. This has been embedded within the YJS Structure to ensure wrap-around support from a range of YJS practitioners, and line management from a YJS Team Lead, but will be offered through a distinct 'TYJ' provision comprising a **Family Support Worker seconded from Early Help** and a **Parenting Support Practitioner** already based in YOT. We will roll-out this delivery under a phased approach, starting out

with the YOT-referral cohort and then broadening to Police referrals in consultation with Police and Liaison and Diversion colleagues.

Our local Appropriate Adult services are provided, under pan-Hampshire contract, by **The Appropriate Adult Service (TAAS)** and monitored via representatives of the 4 area YOTs, 4 area Local Authorities, Hampshire Police and the OPCC.

The **Junior Attendance Centre (JAC)**, continues to operate locally, overseen by the existing Officer in Charge (OIC) who co-ordinates and oversees sessions delivered on alternating Saturdays at a local youth centre. They are supported by a dedicated JAC Facilitator and two Sessional Workers. In 2021-22, we revised JAC session delivery to focus on the out of court disposal cohort (though not at the exclusion of children subject to Court Orders) and are seeking to extend this further to support our Youth Community Resolution and TYJ delivery. Through our Service Review in 2022, we have also adjusted line management reporting lines so that the OIC reports to a YOT Team Leader, rather than the Service Leader, to encourage stronger communication with, and increase referrals from, the frontline team.

The **Youth Justice Service (YJS)** continues to be a stand-alone multi agency team within the Children and Families Services section of the Children, Families and Education Directorate. The structure is available in [Appendix 1](#).

Since April 2022, it has been positioned within the **Adolescents and Young Adults Service** and overseen by a Head of Service whose role has been established to provide a greater focus across the City on adolescents, exploitation and transitions into adulthood. They oversee YOT, Edge of Care and the Supporting Your Futures (formerly Through Care) Team. This change has strengthened the YJS position as a key service delivering interventions to children who have offended, may be at risk of exploitation and could experience transitions to adult criminal justice teams.

The YOT Management Team consists of:

- ✚ The **Head of Adolescents and Young Adults** who is embedded within the wider Children and Families Senior Management Team, reporting to the Deputy Director for Children's Services. Their remit includes children on the edge of care, leaving care and seeking asylum, the young person's substance misuse service and the YJS. They are also the strategic lead for young people at risk of exploitation and who transition to adult services.
- ✚ The **YJS Service Leader** who reports to the Head of Adolescents and Young Adults and has strong links with youth justice services in the pan-Hampshire area which comprise the South Central region. The lead Managers for those services attend quarterly meetings and divide representation at local criminal justice forums (including the Local Criminal Justice Board) and other partnership meetings between them. The

Service Leader also maintains more local links through involvement in the local Corporate Parenting Board, Prevent Board, Social and Emotional Health (SEMH) Partnerships and Solent (Health) Contract Monitoring Meetings

- ✚ Three **YOT Team Leaders** (increased from two in the recent Service Review) who report to the YOT Service Leader, supervise all YOT frontline practitioners and provide operational links for youth justice functions delivered across the City including the Joint Decision Making (Triage) Panel and services to local Courts. They also Chair regular multi-agency Youth to Adult Transitions Meetings and attend a range of other local operational meeting groups such as the MASH Operational Group.
- ✚ A shared **Business Support Team Leader** oversees YJS administrative functions (alongside similar for the Safeguarding and Quality Team). They line manage 3 YOT **Business Support Officers** who are directly employed for Portsmouth YJS and liaise with the centralised Police Admin team as required.

The increase in Team Leader posts, secured through a Service Review process in 2022, will support our ambition to increase management capacity and oversight in response to HMIP findings, and help us to strengthen quality assurance and work force development with the same aim.

Similarly, we have sought to enhance the availability and use of the data we hold to inform both service delivery and development. A new **YOT Management Information Officer (MIO)** post was established in May 2020, funded via OPCC Grant, to support and inform our work.

Recruitment to that post was challenging but the new appointee started in July 2022. Line Management arrangements were also transferred from the Service Performance and Development Team (SPDT) when that person was appointed, and now sit within the Education Data Team. This has been positive due to shared systems in place and close links have been maintained with the YJS Service Leader. They are also starting to develop with the wider Management Team also and will continue to progress over our next 2 year plan.

In relation to frontline practitioners:

- ✚ 3 **Youth Justice Practitioners (Social Workers)**, 3 **Youth Justice Officers** and a **Probation Officer** form the 'case management' hub, supervising of Out of Court Disposals and Court Orders (including custodial sentences) and supporting the Courts.
- ✚ Since October 2021, a **Youth Justice Practitioner (Triage)** post supports joint decision making processes and supervises Youth Diversion Programmes, which were implemented in Portsmouth in November 2021.
- ✚ A 0.5 **Parenting Support Practitioner** has been established within the new YJS structure to work with parents and carers of children known to the YJS. They also offer 0.5 Parenting Support to families open to Turnaround Youth Justice, comprising a full time post in total.

- ✚ The Referral Order and Volunteer Co-Ordinator role has been replaced with a **Community Engagement Co-Ordinator** who will extend the role beyond delivery of our Referral Order panels, and the recruitment, training and supervision of our YOT volunteers to include development of positive activities and wider engagement options.
- ✚ 2 **Restorative Justice (RJ) Practitioner** posts deliver services to victims of youth crime in line with the Victim Code, including victim contact and interventions to repair the harm caused. They have strong links with colleagues in our local Youth and Play Service, and a reparation workshop situated in a local Adventure Playground which can offer carpentry-related activities for RJ. Following successful request for funding from the Violence Reduction Unit, they are also developing an additional unit at another local Youth venue, with a focus on craft and creativity options.
- ✚ 2 **Police Officers** 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). They also provide a link to Police Tactical Planning Meetings. This is an increase from 1 YOT Police Officer to 2 following a Constabulary review of resourcing to youth justice functions. They are line managed jointly by the local Youth Justice Sergeant, who reports to a designated Inspector for Youth Justice and IOM.
- ✚ An **Education Practitioner** works with children pre and post 16 to support their education, training and employment. They meet regularly with education colleagues, including Virtual School and SEND Department, to discuss children open to YOT. They also provide details and case examples for the Education and Youth Justice Sub Group. They are offered specialist supervision by the PCC Virtual Head.
- ✚ A designated **CAMHS Practitioner** offers mental health-related support to children open to the YJS and can continue to work with them after YJS intervention has finished. They are also able to provide advice, consultation and team around the worker support to YJS Case Managers. Based within the CAMHS STaRT (Specialist Trauma and Relational Therapies) Team, this post is now part of a broader service which has been established to strengthen the service offer and improve accessibility for children and young people.
- ✚ A designated **Highly Specialist Speech and Language Therapist** offers speech and language related support to children open to the YJS and can continue to work with them after YJS intervention has finished. They are also able to provide advice, consultation and team around the worker support to YJS Case Managers. Since April 2022, they have been employed within the wider Portsmouth Children's Therapy Team. The post-holder also has a role within the local Neurodiversity Team (separate to CAMHS and SaLT) which will provide good overlap in terms of links and knowledge. To compensate for a slight reduction in availability for YJS, a **Speech and Language Assistant** has also been recruited.

Substance misuse services for under 19s are provided via the local children's **Drug and Alcohol Support Service (DASS)**, which the YOT can refer in to.

Other YOT functions are supported by PCC colleagues in IT, Human Resources, Finance, Workforce Development and Service Performance Development Teams.

Board Development

Board Development

As a Board, we take our responsibility for monitoring all of aspects of youth justice service delivery very seriously. In doing so, we offer strong strategic leadership across all relevant partners, and work together to ensure a high-quality service is provided to all children who come into contact with youth justice services.

Over the last 12 months we have:

- **Developed our Board to Service Comms** processes to promote closer interaction with YJS staff and develop a better understanding of their day-to-day challenges and achievements.
- **Extended our membership** to include the local Principal Social Worker (to lead on Workforce Development) and the Children's Services Head of Service for Safeguarding and Quality (to lead on Quality Assurance) in response to HMI Probation feedback.
- **Revised our existing sub-groups** for Education and Children We Care For, to ensure there are clear terms of reference in place which remain current and relevant.
- **Established additional Sub-Groups** for Quality Assurance and Workforce Development respectively.
- **Developed the data we receive** which helps us understand the profile of children our services are working with and can inform our decision making.
- **Revised our Ethos and over-arching Terms of Reference** to ensure these remain fit for purpose.

Over the next 2 years, we will ensure our governance and reporting structures remain fit for purpose and are even further strengthened where possible. As such, we aim to:

- **Establish closer links with the over-arching Health and Wellbeing Board** via Youth Justice Partnership Management Board members to support increased strategic awareness and more informed decision making.
- **Enhance our access to, and use of data**, to support strategic and operational planning; specifically, but not solely, to understand diversity and disproportionality across our cohorts.
- **Increase Stake Holder Feedback**, and work towards more meaningful levels of **co-production and collaboration** to inform our decision making and help us understand and evaluate its impact.
- Make key decisions regarding the progression of an **Adolescents Partnership or Board**.

Progress on Previous Plan

Progress on previous plan

A full update on our progress on the previous plan (updated in June 2022) is outlined in [Appendix 2](#), including commentary on objectives and work undertaken to meet them.

Overall, we have made good progress against our initial aims and objectives set out in the 2021-23 plan which were set out under our 3 Key Performance Indicators:

Reducing First Time Entrants

Reducing Reoffending

Reducing Use of Custody

Further detail on progress against actions set is outlined in Appendix 2.

Outcomes and impact are considered in the section on [National Key Performance Indicators](#).

We have also made headway on the additional priorities we added for 2022-23:

Education, Employment and Training

Disproportionality

Further detail on progress against actions is also outlined in Appendix 2.

In 2023-25, we would like to make even more progress in those key areas. We recognise that some of our achievements, whilst notable, have not yet had the impact we had hoped. We will work hard to change that.

We have therefore devised our new Youth Justice Plan for 2023-25. Our key areas of focus will be as follows:



Further detail is provided in [Appendix 3](#) with context outlined in the section on [Priorities](#).

Resources and Services

Resources and Services

An overview of the provisional budget for youth justice service delivery in Portsmouth in 2023-24 is outlined below:

Agency	In Cash	In Kind	Other funds	Total
Youth Justice Board	263,700			263,700
Local Authority	526,900			526,900
Police		106,400		106,400
OPCC	71,400			71,400
Probation	23,700	12,200		35,900
Health	31,000	77,000		108,000
Other				0
Total	916,700	195,600	0	1,112,300

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.

In combination we will use our grants, partner contributions and available resources to 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 Justice Service, delivery of a Junior Attendance Centre and provision of Appropriate Adults (via contract with The Appropriate Adult Service). The YJS will also deliver non-statutory work to children made subject to Youth Community Resolutions and Youth Diversion Programmes as part of our commitment to reduce First Time Entrants and support the work of the Courts and Secure Estate.

This year, we will embed the new Turnaround Youth Justice service which is funded by the Ministry of Justice, in line with the Terms and Conditions of that funding and in consultation with Early Help, Police and Health partners. This is a 2-year programme, funded until March 2025.

Portsmouth Youth Justice Services will also work alongside Edge of Care and Supporting Your Futures teams to consolidate links and cross-working across the wider Adolescent and Young Adults Service. This will include supporting the new MET Strategy and weekly MET Meetings, as well as work planned to enhance safeguarding of children transitioning to adulthood.

Additionally, we will work with partners across a range of services to develop our reporting of [Key Performance Indicators](#) as outlined in that section and continue to refine our data recording and reporting processes in-house. This will also include updating our use and configuration of the youth justice case management system to ensure it remains fit for purpose and can give us the data we need to guide our service development and delivery.

The latter will also support our understanding of priority areas including prevention, diversion, education, restorative justice, serious youth violence, custodial cohorts and resettlement and help us to revise this plan in 2024 from a more informed position.

Performance

Performance

Our Youth Justice Plan deliberately focusses on our 3 National Key Performance Indicators as key priorities:

Reducing First Time Entrants

Reducing Reoffending

Reducing Use of Custody

Progress against our aim and objectives for them is outlined in [Appendix 2](#).

More detail on the outcomes and impact is outlined in the [next section](#).

We also set and monitor Local Targets which are:

Accommodation

**Education,
Training and
Employment**

**Referral Order
Timeliness**

**Restorative
Justice**

Performance against our Local Targets can be summarised as follows:

Accommodation	Performance against our target (set at 95% of young people being in suitable accommodation when their intervention ends) has reduced slightly over the last 12 months. This is linked to the slight increase in use of custody during the period and the impact this has had as a proportion of our small overall cohort. We will update this measure, and the counting rules, in line with the new KPIs outlined in the next section during 2023-24.
Education, training and employment	Making progress against our target (set at 95% of young people being in suitable education, training or employment when their intervention ends) has continued to be a challenge. Though higher % rates are noted amongst our pre-16 children, attendance data tells us an unacceptable number of school pupils continue to be severely absent with attendance less than 50%. Our post-16 cohort also demonstrate relatively high levels of being Not in Education, Employment or Training (NEET), though rates do fluctuate from quarter to quarter. We are working hard to improve this and have made strong steps towards understanding what is behind these rates and what we needed to do to change them. We will also update this measure, and the counting rules, in line with the new KPIs outlined in the next section during 2023-24.
Referral Order timeliness	Progress against our target (set at 90% of Referral Order Panel Meetings being held within 20 working days) has shown considerable variance throughout the year- ranging from 100% to 33%. Small numbers again impact on returns, and exception reporting identifies the circumstances and needs of children have also played a part.
Restorative Justice	This area is consistently strong; routinely reaching targets set for the % of victims identified being offered Restorative Justice (RJ) opportunities and the % of those who subsequently engage in direct or indirect RJ. We will update this measure, and the counting rules, in line with the new KPIs outlined in the next section during 2023-24.

We also have a range of monitoring measures we provide a window in to our service:

Youth Community Resolutions (YCRs)	Number of YCRs commenced (allocated) during quarter.
	Number of YCRs screened/discussed during quarter
Joint Decision Making Panel (JDMP)	Number of cases discussed during quarter.
Caseload	Number of Interventions/YP and Average Caseload at end of period
Parenting Orders	Number of Parenting Orders commenced during period
Remands	Number of custodial remands started in period
	Number of custodial remands ended in period and total costs.

Child Exploitation	Number/% of children assessed as at risk of
	Number/% of children assessed as at risk of CCE

Those measures do not have targets set but are monitored to understand wider demands on frontline delivery and support resourcing decisions.

In summary:

Though the number of **Youth Community Resolutions** allocated within the service has remained stable, and in fact reduced a little overall, the number of Youth Community Resolutions being received and screened (prior to allocation decisions being made) has increased:

Youth Community Resolutions 2021-22	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
Number of YCRs commenced (allocated)	9	7	10	5	31
Number of YCRs screened/discussed	64	84	72	69	289
Youth Community Resolutions 2022-23	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
Number of YCRs commenced (allocated)	8	10	5	1	24
Number of YCRs screened/discussed	65	60	107	95	327

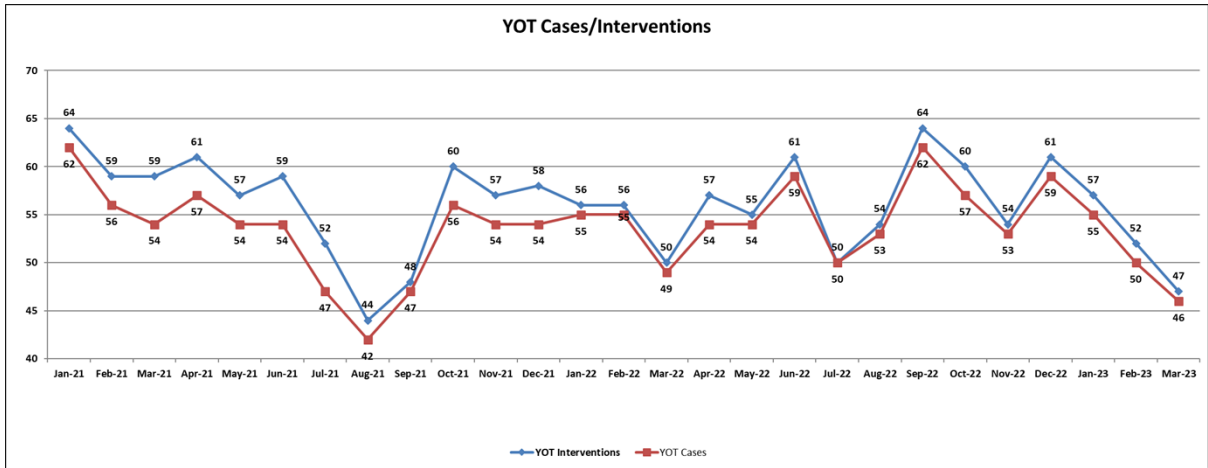
The reasons behind this are thought to be linked to post-COVID recovery.

Our **Joint Decision Making Panel** has also experienced an increase in the number of case discussions as follows:

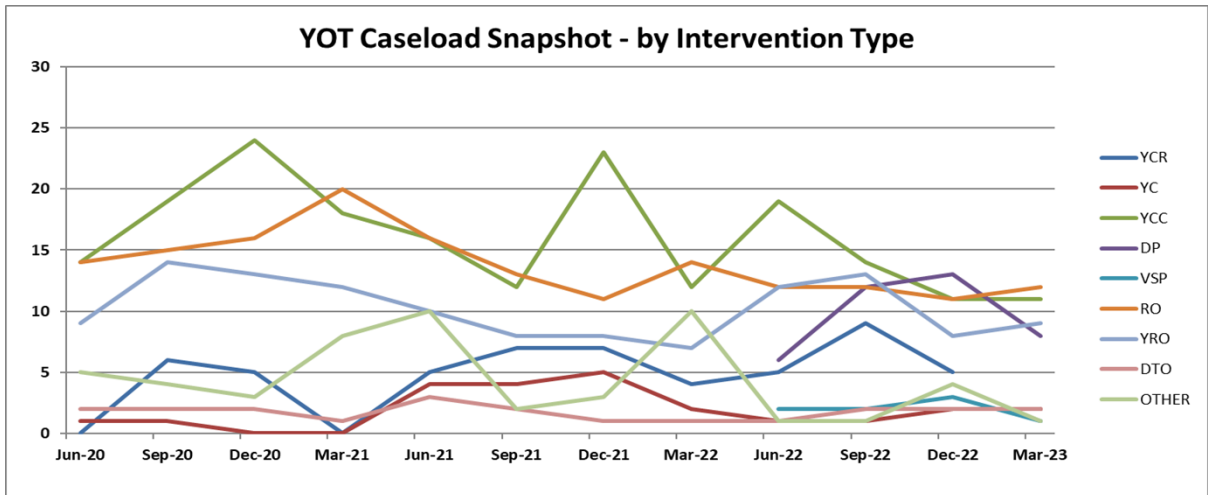
Joint Decision Making Panel 2021-22	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
Number of cases discussed	42	49	41	42	174
Joint Decision Making Panel 2022-23	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
Number of cases discussed	45	71	52	100	268

This is linked at least partly to the implementation of deferred decision making for Pre-Triage Assessments and a number of cases being returned to be discussed again after a period of more in-depth assessment.

Overall **Caseload** numbers have fluctuated in terms of the number of children we are supervising, increasing slightly at times as we move out of the COVID recovery phase, but have not returned to heightened levels we observed 5 years ago.



The nature of that Caseload is also changing, with a higher proportion of Out of Court Disposals now evident, and the introduction of Youth Diversion Programmes.



No **Parenting Orders** have been made in the past 5 years, though Voluntary Parenting Support Programmes are now available and will be reported on next year.

The number of **Remands into Youth Detention Accommodation (YDA)** remain relatively low, though we have not yet successfully reduced them further. We have though, developed our practice in this area, and are now more pro-actively seeking alternative packages of support and supervision for children who have received a YDA remand and can be safely released under remand into local authority accommodation and/or bail programmes.

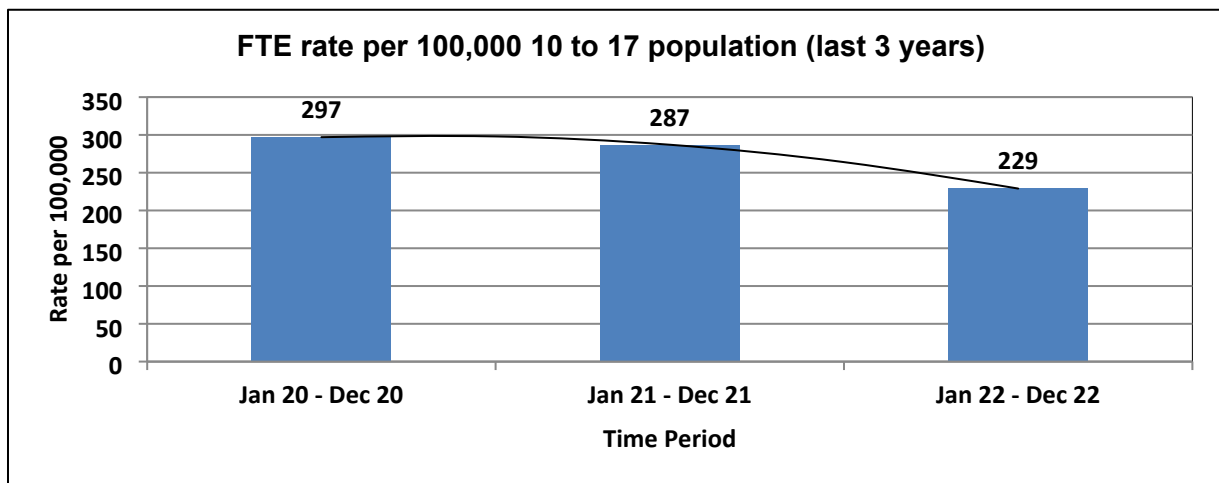
The risk of **Child Exploitation** is a regular feature in our work, with approximately 70% of the assessments we complete identifying risk of Criminal Exploitation as a concern.

Moving forward we will be developing a Monthly Scorecard to more robustly track other areas of our workload (including restorative justice, parenting and Turnaround YJ) to better reflect the scope and breadth of the work we do across the Service. We will also be developing our Quarterly Performance Report in light of changes to Key Performance Indicators outlined in the next section.

National Key Performance Indicators

First Time Entrants

Local Target	<224	223 - 340	>341
<p>Measure: This indicator measures the FTE rate in full year rolling periods using offending data drawn from the Police National Computer and population data taken from the Office of National Statistics mid-year estimates. The cohort represents young people who have received a first 'substantive outcome' in the period i.e. Youth Caution, Youth Conditional Caution or Court conviction. Due to the way in which the data is collated, there is a 'quarter' lag on returns i.e Qtr 1 2022/23 related to April 2021 to Mar 2022; Qtr 2 2022/23 will relate to July 2021 to June 2022; Qtr 3 2022/23 will relate to October 2021 to September 2021 and Qtr 4 2022/23 the previous January to December 2021.</p>			



Last 5 rolling quarters:

12 month Rolling Period	Number of FTE	Rate per 100,000 10 to 17 population
Jan 21 - Dec 21	55	287
Apr 21 - Mar 22	56	310
Jul 21 - Jun 22	59	325
Oct 21 - Sept 22	49	269
Jan 22 - Dec 22	41	229

At the end of Quarter 4, the national average rate was 148. The comparator average rate was 183 and our local rate was 229. This placed us 7th out of 7 against our chosen comparators.

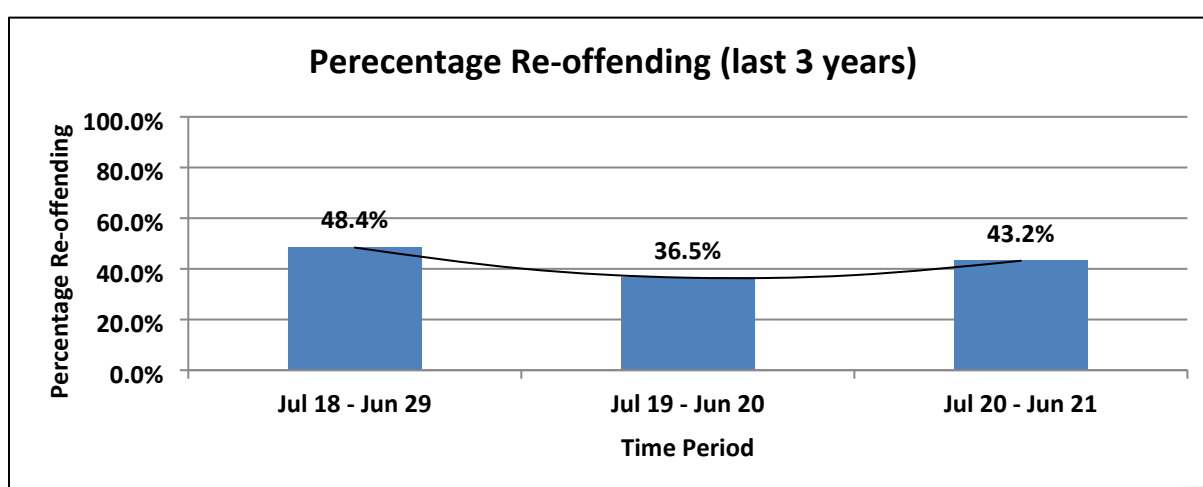
However, while we note some fluctuation, and recognise there is still more to do to bring us into line with comparator and national averages, we are pleased to see a reduction in our local rate based on the previous 5 rolling 12 month periods, and year on year comparisons.

Alongside the progress outlined against this priority in Appendix 2, the reductions thus far evidence the impact of work done across the partnership to strengthen early help and

prevention, changes to Youth Justice practice in developing the screening and allocation of Youth Community Resolutions since July 2020 and also the implementation of our Youth Diversion Programme which has been in place since November 2021. We will continue to build on this reduction over the next 2 years.

Reoffending

Local Target	<36%	36.1% - 40.1%	>41%
Measure: 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 and means there is a 'lag' on returns due to the time over which 'reoffending' is monitored.			



Last 5 rolling quarters:

3 month rolling	Cohort	Children Re-offending	Re-offences	% Children Re-offending
Apr 20 - Jun 20	15	4	15	26.7%
Jul 20 - Sep 20	36	15	54	41.7%
Oct 20 - Dec 20	36	12	46	33.33%
Jan 21 - Mar 21	30	17	86	56.7%
Apr 21 - Jun 21	30	13	90	43.3%

At the end of Quarter 4, the national average was 31.1%. The comparator average was 34.3% and our local rate was 43.2%. This placed us 7th out of 7 against our chosen comparators.

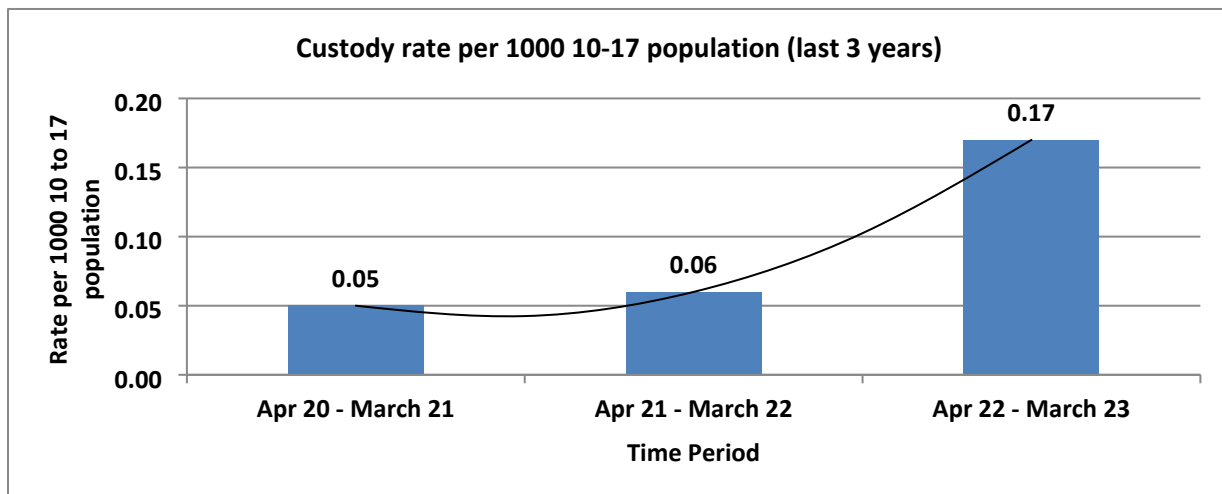
Again, while we note some fluctuation, and recognise there is still more to do to bring us into line with comparator and national averages, we are pleased to see an overall reduction in our local rate compared to pre-COVID levels.

Alongside the progress outlined against this priority in Appendix 2, we have made good preparation to strengthen the data we are able to obtain to help us understand this cohort more and begin to drive forward a greater reduction with that knowledge. We believe that with further analysis supported by enhanced data reporting, we will be able to more sharply

focus our interventions to support reduced re-offending and re-offences rates. Our new Missing, Exploited, Trafficked (MET) Integrated Pathway will also support other work (e.g. that being done in Early Help and Prevention) to reach children at risk of being exploited and/or committing crime earlier to prevent First Time Entrant status and subsequently reduce reoffending through earlier and more effective prevention and diversion.

Use of custody

Local Target	<0.35	0.36-0.45	> 0.45
Measure: This indicator counts the number of custodial sentences in the period given to young people with a local residence aged under 18 years on the date of their first hearing. 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. It is taken from YOT Case Management System data. If a young person was given the same type of custodial sentence on the same day to be served concurrently or consecutively, they will only be counted once. Successfully appealed sentences are discounted, as are remands into Youth Detention Accommodation. Only new custodial outcomes are counted; those where an existing order was extended or varied are not included in the count.			



Last 5 rolling quarters:

Year	Number of custodial sentences	Rate per 1000 10 to 17 population
Apr 21 - Mar 22	1	0.06
Jul 21 - Jun 22	1	0.06
Oct 21 - Sept 22	1	0.06
Jan 22 - Dec 22	2	0.11
Apr 22 - Mar 23	3	0.17

At the end of Quarter 4, the national average rate was 0.11. The comparator average rate was 0.09 and our local rate was 0.17. This placed us 6th out of 7 against our chosen comparators.

Of note, there have been challenges in data collection which mean our reported figures do not always reflect our recorded number. Until this is resolved, it can mean that our reported rates are slightly higher than the actual rate and impact on our position amongst comparators. That said, we are aware through quarterly oversight and reporting that a very

small number of children are at heightened risk of receiving repeat custodial sentences due to the offences they have committed and various factors linked to this including exploitation and serious youth violence. As a result, we have recently held partnership Rethink meetings to specifically explore and reflect on their situations in order to identify what we can learn from this to reduce its impact in future and will build on those findings once they are shared.

From 1 April 2023 youth justice services will report on 10 new key performance indicators (KPIs) as part of improved monitoring by the Youth Justice Board (YJB). This data will be used by the YJB to monitor performance of youth justice services (YJSs) and by the Ministry of Justice to identify barriers to reducing reoffending.

The new indicators will be monitored in addition to Reducing First Time Entrants, Reducing Reoffending and Reducing Use of Custody, and are as follows:

KPI 1- Accomodation	<ul style="list-style-type: none"> •The percentage of children in the community and being released from custody with suitable accommodation arrangements
KPI 2- Education, Training and Employment	<ul style="list-style-type: none"> •The percentage of children in the community and being released from custody attending a suitable ETE arrangement
KPI 3- Special Educational Needs	<ul style="list-style-type: none"> •The percentage of children who have an identified SEND need, are in suitable ETE and have a formal learning plan in place for the current academic year
KPI 4- Mental Healthcare and Emotional Wellbeing	<ul style="list-style-type: none"> •The percentage of children in the community and being released from custody with a screened, or, identified need for an intervention to improve mental health or emotional wellbeing; and of that the percentage of planned/offered interventions; of that percentage of children attending interventions
KPI 5- Substance Misuse	<ul style="list-style-type: none"> •The percentage of children with a screened or identified need for specialist treatment intervention to address substance misuse; and of that the percentage of children with planned or offered intervention/treatment; and of that the percentage number of children attending intervention/treatment
KPI 6- Out of Court Disposals	<ul style="list-style-type: none"> •The percentage of out-of-court disposal interventions that are completed/not completed
KPI 7- Management Board Attendance	<ul style="list-style-type: none"> •Monitoring senior partner representation at management boards, and monitoring if partners contribute data from their individual services that identify areas of racial and ethnic disproportionality.
KPI 8- Wider Services	<ul style="list-style-type: none"> •The percentage children who are currently on either an Early Help (EH) plan; on a child protection (CP) plan or classified as Child in need (CIN) or have looked-after status. For Wales only, children who are classified as Children in Need of Care and Support
KPI 9- Serious Violence	<ul style="list-style-type: none"> •The rates of children convicted for a serious violent offence on the YJS caseload
KPI 10- Victims	<ul style="list-style-type: none"> •The percentage of victims who consent to be contacted by the YJS, and of those, the percentage of victims who are engaged with about restorative justice opportunities, asked their view, provided information about the progress of the child's case (when requested) and provided with information on appropriate services that support victims (when requested).

We are currently working on our ability to report on these measures and do foresee some challenges around this linked to the use of our case management system. We have agreed to set up a new Steering Group to oversee the work required and will monitor progress via the Youth Justice Partnership Board Meetings.

Priority Groups

Children from groups which are over-represented

Children from a range of backgrounds are over-represented in the youth justice system.

In September 2022 we held a Board Workshop, supported by advisors from the Youth Justice Board, to reflect on what we needed to do to prevent this. We have subsequently explored the data we currently hold, and what we can do to progress our work in this area further.

In our Youth Justice Plan for 2023-25, we have identified 'Supporting Priority Groups' as one of our 5 key priorities to ensure we continue to make progress against our ambition to not only understand, but pro-actively monitor and reduce, potential disproportionality in our service.

Our Quarterly Performance Report already enables us to monitor gender, age, ethnicity and involvements with Social Care amongst the overall youth justice cohort. We want to analyse this more closely, so we can identify themes and trends, and take action where necessary. We are also keen to break the data down further to be able to monitor specific groups (Out of Court and Court respectively for example) to support our understanding and more closely target our work. We also want to draw on data available from partners, particularly the Police, to enhance this.

This year, 2023-24, we will enhance the data we hold and identify how we can develop this further. We will also explore how this work can be informed by any views or feedback our key stakeholders share with us. We will then refine the actions assigned under this priority for the remainder of our plan in 2024-25.

Prevention

In 2021, the YJB published new guidance on the definition of prevention as follows:

"Prevention is support and intervention with children (and their parents/carers) who may be displaying behaviours which may indicate underlying needs or vulnerability. In practice this involves a tiered approach of early and targeted prevention. The aim being to address unmet needs, safeguard, promote positive outcomes and stop children entering the formal youth justice system....."

Early Prevention is support for children (with no linked offence) to address unmet needs/welfare concerns, usually delivered by mainstream and voluntary sector services....."

Targeted Prevention is specialist support for children who have had some contact with criminal justice services but are not currently being supported through diversion, an out of court disposal or statutory order (this could include children who have had previous YJS intervention)."

Source: [YJB interim style guide \(yjresourcehub.uk\)](https://www.yjresourcehub.uk)

Early (youth crime) prevention, in its broadest sense, is carried out by a range of partner agencies and voluntary organisations across the City, many of whom are universal services and/or offer access via self-referral. This includes our schools, youth and play services and housing, for example.

Targetted prevention is delivered via PCC's Early Help and Prevention service (accessed via the Portsmouth Multi Agency Safeguarding Hub- MASH) rather than the YOT. It is supported by a Specialist Family Support Worker for Exploitation and Youth Offending, and an Early Help PCSO role operating across the City seconded from Hampshire Constabulary. Commissioning by the OPCC, through their Safer Communities Grants, also seeks to support this area of work.

Additionally, as of April 2023, we have been able to offer Turnaround Youth Justice (TYJ) interventions for children on the cusp of justice. With a Parenting Support Worker who is already based within the Youth Justice Service, and a Family Support Worker seconded from Early Help, we intend that this service will be able to offer support which has not previously been available to a number of young people and develop learning which will support future development of both Youth Justice and Early Help. TYJ will also help to support our diversion offer outlined in the next section.

As part of that work, we also want to ensure the services offered to children and families working with Youth Justice and Early Help services are well-aligned and consistent. We have therefore set out some actions within our Plan to achieve this over the coming year. Alongside that, we will ensure that youth justice services align with new Family Support Planning processes which have been rolled out in the City, and continue to support the Preventing Offending Champions Network through the PYJS Service Leader Chairing and co-ordinating those meetings.

Diversion

In 2021, the YJB defined diversion as an option:

"where children with a linked offence receive an alternative outcome that does not result in a criminal record, avoids escalation into the formal youth justice system and associated stigmatisation. This may involve the YJS delivering support / intervention that may or may not be voluntary and/or signposting children (and parent/carers) into relevant services. All support should be proportionate, aimed at addressing unmet needs and supporting prosocial life choices."

Source: [YJB interim style guide \(yjresourcehub.uk\)](https://www.yjresourcehub.uk/)

In partnership with Hampshire Constabulary, PYJS have offered Youth Community Resolutions (YCRs) as a distinct option from formal Out of Court Disposals for a number of years. We also have processes in place to divert cases from Court where they have not been considered for Out of Court Disposal prior to being listed, or a change in circumstances means the initial decision to progress to Court can be reviewed.

As part of our plan to reduce First Time Entrants, we implemented a new Youth Diversion Programme in November 2021, under Outcome 22 of the National Outcomes Framework. To support this, PYJS also revised their joint decision making (aka Triage) and Pre-Triage Assessment approaches. Since then, over 50 children have received this new disposal as a direct alternative to other options, which may have resulted in First Time Entrant status.

In 2023-24 we are seeking to evaluate Youth Diversion Programme outcomes and impact in partnership with Police colleagues, who will lead on that work. Following the evaluation being completed, we will revise or enhance our delivery as required; including a review of the interventions we offer to children receiving YDPs to ensure they match their risk and need profiles. We have also created a new Community Engagement Co-Ordinator post

within the team, following our Service Review, with a view to increasing the opportunities for diversion away from crime through community links, arts and sports initiatives.

Education

Under our last Plan, we made revisions to our existing Education and Youth Justice Sub-Group to strengthen representation and increase focus as we know we need to do better in this area. We have also increased the data and case-level information submitted to that group to support their understanding of the issues faced by children, and the solutions needed to improve this.

The Sub-Group has continued to meet on a half-termly basis, and is currently seeking funding to support introduction of Skill Mill into the City. It's members are also looking at ways to develop an Employability Academy and maintain a Youth Hub initiative, as well as exploring additional alternative options for education, training and employment for children in the post-16 age group.

There has also been learning in relation to school-age children, and the barriers those known to youth justice services may face which were highlighted in the HMIP Thematic. This has been shared within the Sub-Group, and wider Youth Justice Board, to underpin objective setting and support improved performance which will be monitored closely under our new Plan objectives.

Restorative Approaches and Victims

Youth Justice services are required to deliver services to victims in line with the Victim Code, alongside delivery of supervision and support to children who have offended (or are at risk of offending) under a combined process called restorative justice.

"Restorative justice brings those harmed by crime or conflict and those responsible for the harm into communication, enabling everyone affected by a particular incident to play a part in repairing the harm and finding a positive way forward"

<https://restorativejustice.org.uk/what-restorative-justice>

In Portsmouth, our Restorative Justice (Working with Victims) Policies and Procedures are well-established. Our performance, as reported to the Board, is also good in terms of initial victim contact and subsequent victim involvement in restorative justice options.

Our Quality Assurance processes and 2022 HMIP Inspection highlighted that we needed to be more robust in relation to victim safety/public protection and demonstrate stronger recognition of risk of harm in resulting intervention plans. Training has therefore been delivered to practitioners and managers during 2022-23, to enhance their focus, knowledge and skills in order to achieve a more effective balance between 'child first' and 'victim led' practice.

Following Service Review in 2022 our RJ Practitioner capacity was reduced to support other changes within the team. However, we are confident we can still deliver effectively in this area and are revising Policy and Procedures currently to re-focus our RJ activities on where we need them most and ensure core service delivery is not compromised in this area of work.

Serious Violence and Exploitation

The YJB defines serious youth violence as: *"any drug, robbery or violence against the person offence that has a gravity score of five or more"*.

Specific forms of exploitation can be defined as (but are not limited to):

Child sexual exploitation- *is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity (a) in exchange for something the victim needs or wants, and/or (b) for the financial advantage or increased status of the perpetrator or facilitator. The victim may have been sexually exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology.*

Source: [Child sexual exploitation: definition and guide for practitioners - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/child-sexual-exploitation-definition-and-guide-for-practitioners)

Child Criminal Exploitation- *is common in county lines and occurs where an individual or group takes advantage of an imbalance of power to coerce, control, manipulate or deceive a child or young person under the age of 18. The victim may have been criminally exploited even if the activity appears consensual. Child Criminal Exploitation does not always involve physical contact; it can also occur through the use of technology.*

County lines- *is a term used to describe gangs and organised criminal networks involved in exporting illegal drugs into one or more importing areas within the UK, using dedicated mobile phone lines or other form of "deal line". They are likely to exploit children and vulnerable adults to move and store the drugs and money and they will often use coercion, intimidation, violence (including sexual violence) and weapons.*

Source: [Criminal Exploitation of children and vulnerable adults: County Lines guidance \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/guidance/child-criminal-exploitation-of-children-and-vulnerable-adults-county-lines-guidance)

In Portsmouth, our partnership approach to Serious Youth Violence is delivered in collaboration with the Hampshire Violence Reduction Unit. The Hampshire VRU Director and Portsmouth Violence Reduction Manager both attend our local Management Board meetings which supports good join up. We will work together over the course of the next 12 months to enhance our understanding of the issue and develop future plans based on our existing partnership.

In relation to exploitation, Portsmouth services and service delivery are also shaped by an overarching Hampshire, Isle of Wight, Portsmouth and Southampton (HIPS) Exploitation Action Plan, and more locally through the Missing Exploited Trafficked (MET) Strategy. A Portsmouth Prevent Board also meets quarterly with a focus on radicalisation and extremism.

In 2022-23, a new Head of Service for Adolescents and Young Adults post has been embedded to support focus on the key areas of exploitation and transitions in the City. With direct responsibility for PYJS, Edge of Care and Supporting Your Futures teams, this has supported closer working across those teams who are now also co-located.

An Integrated MET Pathway has been established, and a new multi-agency weekly MET meeting now takes place to discuss individual children, complementing the more overarching place and space-led discussion at the monthly Operational MET meeting.

In 2023-24, this will move on to developing our work with older children and young adults in relation to Transitional Safeguarding.

Detention in Police Custody

Appropriate Adult (AA) services for children in custody are delivered by our commissioned service TAAS under a pan-Hampshire contract. During normal office hours, AA requests are received via PYJS. Outside those times, calls are routed to the Out of Hours Service, which is provided under agreement with Hampshire County Council. The PYJS Service Leader attends Quarterly Contract Review Meetings to maintain an overview of delivery for children.

They also attend a Concordat on Children in Custody meeting, led by Police, which meets quarterly to review arrangements for children who are arrested and brought in to custody. Whilst obtaining data has been a challenge, in the last 2 years, practice has been developed to ensure children who are received into police custody receive a more child-friendly service. Ensuring, for example, that the literature they receive is written in child-friendly language and the range of food and drink available is more in keeping with children's preferences.

In 2023-24, Portsmouth will roll out a new 'Child in Custody Notification' process to ensure Children's Social Care are notified when a child is received into police custody and can agree a response plan based on the individual circumstances of the child. We will also look to increase availability of PACE beds (for children who would otherwise be held overnight in police cells) to ensure children's experience of police custody is minimised.

Remands

One Remand Into Local Authority was made in 2022-23 (a step-down from Youth Detention Accommodation). Six children were remanded to Youth Detention Accommodation (YDA) in the same period. This is an increase on the 3 YDA remands made in the previous year. The circumstances of each remand are reported to the local Management Board via our Quarterly Performance Report and an annualised analysis is currently under completion.

Overall, we will continue to strive to reduce the number of children who are remanded into custody, though also recognise that this option may need to be considered in the interest of public safety at times and therefore we will also continue to work with partners to reduce the incidence of exploitation and serious youth violence.

We have recently revised our Bail and Remand Protocol following changes made to legislation which came in to effect in 2022. Our Remand Reduction strategy is outlined in the PYJS Custody and Resettlement Policy which is due to be revised in 2023-24. Our overarching plan includes a priority to reduce use of custody and remands will be incorporated into that work.

Constructive Resettlement

Our custody rates have remained low in the past 12 months but are starting to increase. Each instance is reported to the YOT Partnership Management Board via quarterly reporting for awareness and oversight. We recognise the need to ensure we offer 'constructive resettlement' to each and every individual child experiencing youth custody through either remand or sentence.

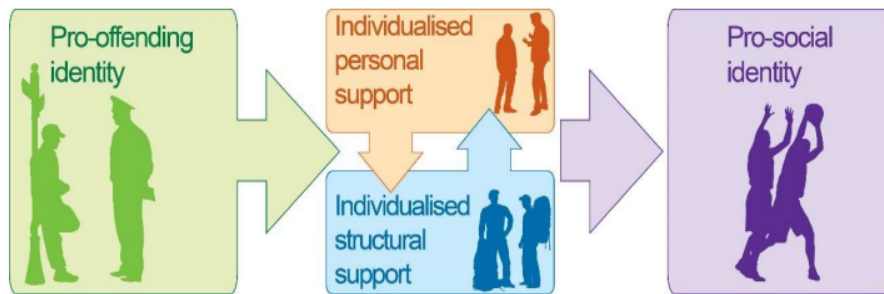
The YJB has defined constructive resettlement as:

"collaborative work with a child in custody and following release that builds upon his or her strengths and goals to help them shift their identity from pro-offending to pro-social."

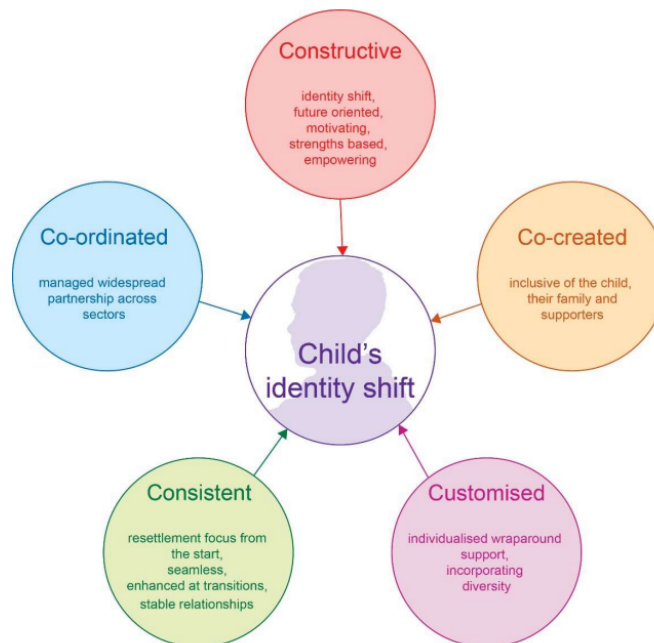
Consequently, within this approach, the clear overall role for all agencies (in policy and in practice) is to facilitate the child's identity shift."

Source: [Microsoft Word - Constructive Resettlement for the Sector \(published\).docx \(yjresourcehub.uk\)](#)

This has also been visually depicted as follows:



And is underpinned by "the 5 C's"



Source: [Microsoft Word - Constructive Resettlement for the Sector \(published\).docx \(yjresourcehub.uk\)](#)

Under our last Plan, we sought to embed this principle through revised Custody and Resettlement Policy and Procedures. This included development of a Remand Reduction Strategy and Constructive Resettlement Checklist to support practitioners to navigate through required processes with a clear focus on the views, needs and wishes of the individual child (alongside the risks they may pose to others). We increased our understanding of both remanded and sentenced cohorts through our quarterly Performance Report. We also ensured that all children leaving custody returned, or were placed in, suitable accommodation; though we also recognised the challenges this has presented as part of a national picture of suitable accommodation shortage.

Over the next 2 years we will revise our Policy and Procedures based on learning to date, and seek to increase the level of data and stakeholder feedback we receive to inform us further. We intend to revise our remand reduction strategy and roll out multi-agency training to support this area of work. We also await the anticipated HMIP Thematic Report on remand and resettlement and will assess whether any additional actions are required once that has been published.

Standards for Children in the Youth Justice System


Standards for Children in the Youth Justice System


Our last full self-assessment against National Standards for Children in the Youth Justice System took place in May 2020. We included required actions from learning in relevant business plans (operational and strategic) to build required improvement work into business as usual.

We planned to repeat that self-assessment in 2021-22 but instead prioritised responding to the global pandemic, operational staffing needs, meeting the demands of a postponed Inspection and then re-establishing our internal QA Framework.


We then undertook some small scale National Standards auditing in 2022-23 as a learning exercise for a working group of practitioners and managers. Though the findings were not fully analysed (small sample sizes were not representative) this helped us maintain awareness of the standards and will inform our approach for the next full standards self-assessment due to take place at the end of 2023-24.


The Board and Service have also continued to work on areas of stretch identified in the original 2020 audits as follows:


	<ul style="list-style-type: none"> ✚ Exploring how to re-establish mechanisms to track offence to outcome timescales and what can be done to address delays. ✚ Improving data and analysis to better understand our cohort. ✚ Revising our resources and sharing relevant tools across the Preventing Offending Champions Network to support responses to the onset of youth crime. ✚ Establishing a new local OOC Scrutiny Process focussing on Portsmouth Decision Making ✚ Embedding Youth Diversion Programme (YDP) delivery. ✚ Implementing Turnaround Youth Justice <p>In 2023-24 we will also work with Police colleagues to evaluate YDP.</p>
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	<ul style="list-style-type: none"> ✚ Exploring how to re-establish mechanisms to track offence to outcome timescales and what can be done to address delays ✚ Re-establishing links with the judiciary, via HMCTS representation on the YJ Board and attendance at renewed Court User Group Meetings. ✚ Strengthening early identification of SLCN to support requests for advocates or intermediaries where these are required with support of our SaLT. <p>In 2023-24 we will also work on</p> <ul style="list-style-type: none"> ✚ Revising literature available for bail, remands, custodial sentences and Pre-Sentence Reports.
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	<ul style="list-style-type: none"> ✦ Enhancing, through training, understanding of bail, remand and custodial sentencing processes.
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<div style="border: 1px solid #00796b; padding: 5px; width: fit-content;"> <p>Standard 3 in the community</p>  </div>	<ul style="list-style-type: none"> ✦ Continuing to monitor, and enhance, assessment timeliness and quality through use of our workload tracker and implementation of our revised Quality Assurance Framework. ✦ Strengthening, through training, our management of Court Orders including delivery of Induction Packs and enforcement (where required) alongside revisions to our Engagement, Enabling Compliance and Enforcement Policy and Procedures and accompanying training. ✦ Developing, through training, our capacity to assess and reduce risks of Serious Harm to Others as well as Safety and Wellbeing. ✦ Increasing the range of resources available to staff in YJS and TYJ <p>In 2023-24 we will also work on</p> <ul style="list-style-type: none"> ✦ Establishing mechanisms to monitor successful completion and breach rates (respectively) ✦ Extending the range of intervention programmes we deliver.
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<div style="border: 1px solid #c0392b; padding: 5px; width: fit-content;"> <p>Standard 4 in secure settings</p>  </div>	<ul style="list-style-type: none"> ✦ Preparing to revise and embed the Constructive Resettlement Checklist within updated Custody and Resettlement Policy and Procedures ✦ Strengthening escalation of the needs and concerns of children in custody, particularly in relation to the national shortage of suitable accommodation for Looked After Children and the need to secure appropriate bail packages. <p>In 2023-24 we will also work on</p> <ul style="list-style-type: none"> ✦ Revising and embedding the Constructive Resettlement Checklist within updated Custody and Resettlement Policy and Procedures. ✦ Delivering multi-agency training to support effective joint-working in remand and custodial cases. ✦ Improve and embed information packs for children in custody. ✦ Establish formal mechanisms to receive feedback from children with experience of the secure estate and ensure this is incorporated within service improvement.
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<div style="border: 1px solid #9c27b0; padding: 5px; width: fit-content;"> <p>Standard 5 on transition and resettlement</p>  </div>	<ul style="list-style-type: none"> ✦ Seeking to expand the range of education, employment and training options to support children whose access may be disrupted and/or change via the Education and Youth Justice Sub Group. ✦ Working with regional colleagues to update the pan-Hampshire Youth to Adult Transitions Policy and Procedures and accompanying Y2A Programme ✦ Supporting scoping for a new Transitional Safeguarding Panel <p>In 2023-24 we will also work to</p> <ul style="list-style-type: none"> ✦ Develop a bespoke 'Risk to Resilience' resource, extending modules of our Girls Programme for managing transitions (i.e. Coping with Change) and exit planning (i.e. Getting Your Needs met). ✦ Complete and cascade the new "Inside/Out" Custody Programme to support effective resettlement to and from the secure estate.
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Alongside the above, we have continued to update our Policy and Procedures to ensure they remain current and fit for purpose, developing and delivering a range of training to support this.

We have also developed a number of 'Quick Guides' to cover key topics and processes so that practitioners can access a summary overview which will signpost them to relevant Policy and Procedures and/or gain insight to the over-arching aspects of our delivery that they are not ordinarily involved in, or have in-depth involvement with, but would benefit from having a greater awareness to understand where their role fits.

Moving forward, we are aware of the expectation that the full self-assessment will be completed at the end of 2023-24 and will put plans in place to meet this once more detail has been shared.

Workforce Development

Workforce Development

In December 2021, we developed a Workforce Development Strategy which outlined the mechanisms available (and planned) to support our practitioners and managers develop and enhance the skills and knowledge they need to do their jobs. This was scheduled for review in April 2023, but has been postponed so that it can be overseen by our new Work Force Development Sub-Group which is due to meet for the first time in June 2023, and will link closely to the Quality Assurance Sub-Group which has been running for several months.

Those groups have been established to ensure there is a clear focus on youth justice related work force development in response to learning from our HMIP Inspection in 2022. We will continue to link in with PCC Work Force Development colleagues and Children's Social Care training plans, and access multi-agency training available via Portsmouth Safeguarding Children's Partnership. However, we will also now more specifically design training and other work force development options for staff and volunteers within youth justice services, building on any learning we draw from quality assurance activities and developments in youth justice practice more generally.

Over the last 12 months, building on previous work undertaken to enhance staff Induction processes, we have developed a range of 'Introduction to...' training packages to support staff in building skills and knowledge:

- Introduction to Youth Justice Outcomes
- Principles and Approaches Underpinning YOT Practice
- Introduction to Short Format Assessment
- Introduction to AssetPlus and AssetPlus for Specialist Workers
- Introduction to Risk Assessment
- Introduction to Risk Management
- Introduction to Engagement, Enabling Compliance and Enforcement
- Introduction to Out of Court Disposals
- Introduction to Court Work (including Bail and Remand)
- Introduction to Report Writing
- Introduction to Pre-Sentence Report Writing

We have also invited training from other specialists, for example in relation to Education Policies, Exploitation and Neurodiversity to support core areas of our work, under a new

(and developing) Training Calendar, and shorter input to highlight resources and reference material available e.g. Safety Planning, Sexual Offences and MAPPA.

Moving forward, we intend to extend this further, by delivering training on Custody and Resettlement and Advanced Pre-Sentence Report Writing for example. We will also continue to develop targeted activity to focus in on the areas identified by HMIP Inspection as needing to be strengthened.

Alongside this, we hope to re-introduce our contributions to wider work force development by extending invites to colleagues in other agencies, and to re-establish our 'Introduction to Youth Justice' workshops for multi-agency professionals which were ceased during the COVID pandemic and have not yet been reinstated.

Evidence Based Practice, Innovation and Evaluation

Evidence Based Practice, Innovation and Evaluation

As part of our ongoing commitment to deliver evidence-based practice and innovation, we have continued to respond to new learning and developments as a partnership. Examples of how we have done this across the last 12 months are:

- ✚ Driving development of our responses to exploitation through the new **Head of Service for Adolescents and Young Adults**.
- ✚ Leading a **Service Review** of the Youth Offending Team to modernise our delivery, including relaunching as combined Youth Justice Services, amending the staff structure and revising roles within it to maximise the resources we are able to access.
- ✚ Contributing to revised **Missing, Exploited, Trafficked (MET)** processes and pathways, including regular attendance at the new weekly MET Meeting and introducing 'Safer Plans' into our work.
- ✚ **Co-locating Youth Justice, Edge of Care and Supporting Your Futures** teams to support cross-working and joined up approaches (which has also included joint training).
- ✚ Continuing to co-ordinate the **Preventing Offending Champions Network**- a multi-agency forum providing an opportunity to discuss child-related queries and share relevant resources with a focus on preventing and reducing youth crime.
- ✚ Developing our work in relation to **Pre-Triage Assessments and Youth Diversion Programmes**, working towards evaluation by partners to inform any future revisions required.
- ✚ Embedding **Reflective Practice Meetings** within PYJS- providing practitioners with a safe space to reflect on areas of their practice and develop knowledge and skills.
- ✚ Utilising the skills and knowledge of our **specialist mental health (CAMHS) Practitioner** to support our work in safety planning for children who are at risk of self-harm and suicide.

- ✚ Extending our knowledge of **specialist Speech and Language practice**, particularly in relation to advocacy and intermediaries at Court.
- ✚ Establishing a new **Education Working Group** within PYJS- to explore how our work with education, training and employment colleagues can be improved with a view to supporting or securing more positive outcomes for the children we work with.
- ✚ Designing the new **Turnaround Youth Justice programme**- to extend our work to children on the cusp of justice and build on practice already present within both Early Help and Youth Justice.

In 2023-25, we will continue to develop further, seeking to embed new Transitional Safeguarding pathways in partnership with adult services. We will also enhance our data set and develop scorecards to increase oversight. The Youth Justice Service will also continue to review the interventions it delivers in response to this and promote best practice through quality assurance and practice discussion.

Service Development

Service Development (including Service Development Plan)

Our youth justice services were inspected by HMIP in March 2022. The resulting report was published in June 2022 and confirmed our receipt of a 'good' rating overall: [An inspection of youth offending services in Portsmouth \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk)

Inspection recommendations focussed on 4 key areas:

- ✚ Ensuring comprehensive Quality Assurance arrangements are in place
- ✚ Making sure that disproportionality data is collected and analysed
- ✚ Improving the quality of assessment, planning and service delivery work to keep children safe and manage the risk of harm they present to others
- ✚ Ensure robust contingency plans are in place for all children.

We therefore included these within our strategic plan for 2022-23 to ensure progress was effectively monitored and tracked to completion. New additional areas of strategic priority also responded to (then) recent HMIP thematic reports on the experience of black and mixed heritage boys (within a wider priority of tackling disproportionality) and education, training and employment respectively. Updates on progress are outlined elsewhere in this report and summarised in Appendix 2.

On an operational level, in July 2022, a Team Away Day was held to discuss the findings of the Inspection Report and develop a new Operational Team Plan to guide and support

frontline development. The team then followed this up in an October 2022 workshop specifically exploring areas for improvement and how this can be achieved. Since then:#

- The Quality Assurance Framework has been re-introduced.
- New Work Force Development options, including bespoke training, have been designed and delivered with the team.
- Sub Groups for both areas have been established to increase support and oversight for service development, reporting directly to the local Board.
- Data provision has been enhanced by the new Management Information Officer, with plans to develop this further in line with improvements to our current Case Management System.
- Policies and Procedures continue to be reviewed and updated as necessary.

Both our over-arching Plan and the Operational Team Plan are reviewed every 6 months.

Challenges, risks and issues are also monitored at Youth Justice Partnership Management Board meetings held quarterly, and are outlined on the next page.

Challenges, Issues and Risks

Challenges, Issues and Risks

Challenges, risks and issues are monitored via quarterly YOT Board meetings. For this plan, we have revised these into separate categories to better reflect the challenges and issues posed to us as a Board, and the risks we need to manage.

Challenges/Issues	Intended Actions/Mitigations
Securing required levels of data collation and analysis to inform service delivery.	<ul style="list-style-type: none"> - Embed new YOT Management Information Officer - Align that post with similar data officers across the Directorate and pan-Hampshire YOTs to draw from sources outside PYOT. - Progress a local data sharing platform to inform City wide strategic planning and operational responses.
Ensuring early identification of risk and need to ensure our prevention and diversion offers are effectively targeted and received.	<ul style="list-style-type: none"> - Provide work force development options (formal and informal) to support confidence in this area outside the YOT - Support early identification through effective use of data and appropriate screening tools. - Develop early help offer in line with findings and research.
Obtaining suitable accommodation for children who have offended and present with complex risk and need.	<ul style="list-style-type: none"> - Continue close working with the Directorate Access 2 Resources team to identify accommodation when it is required. - Contribute to Directorate initiatives to seek and support alternative accommodation options as far as possible. - Monitor the outcomes of the Independent Review of Social Care
Providing, or commissioning, a broader range of ETE options (both pre and post 16) to meet the needs of the YOT cohort.	<ul style="list-style-type: none"> - Develop options via the Education and Youth Justice Sub Group - Ensure relevant 'threads' are included in Education-related Strategic Planning. - Include as new key priority area within our own Youth Justice Strategic Plan.

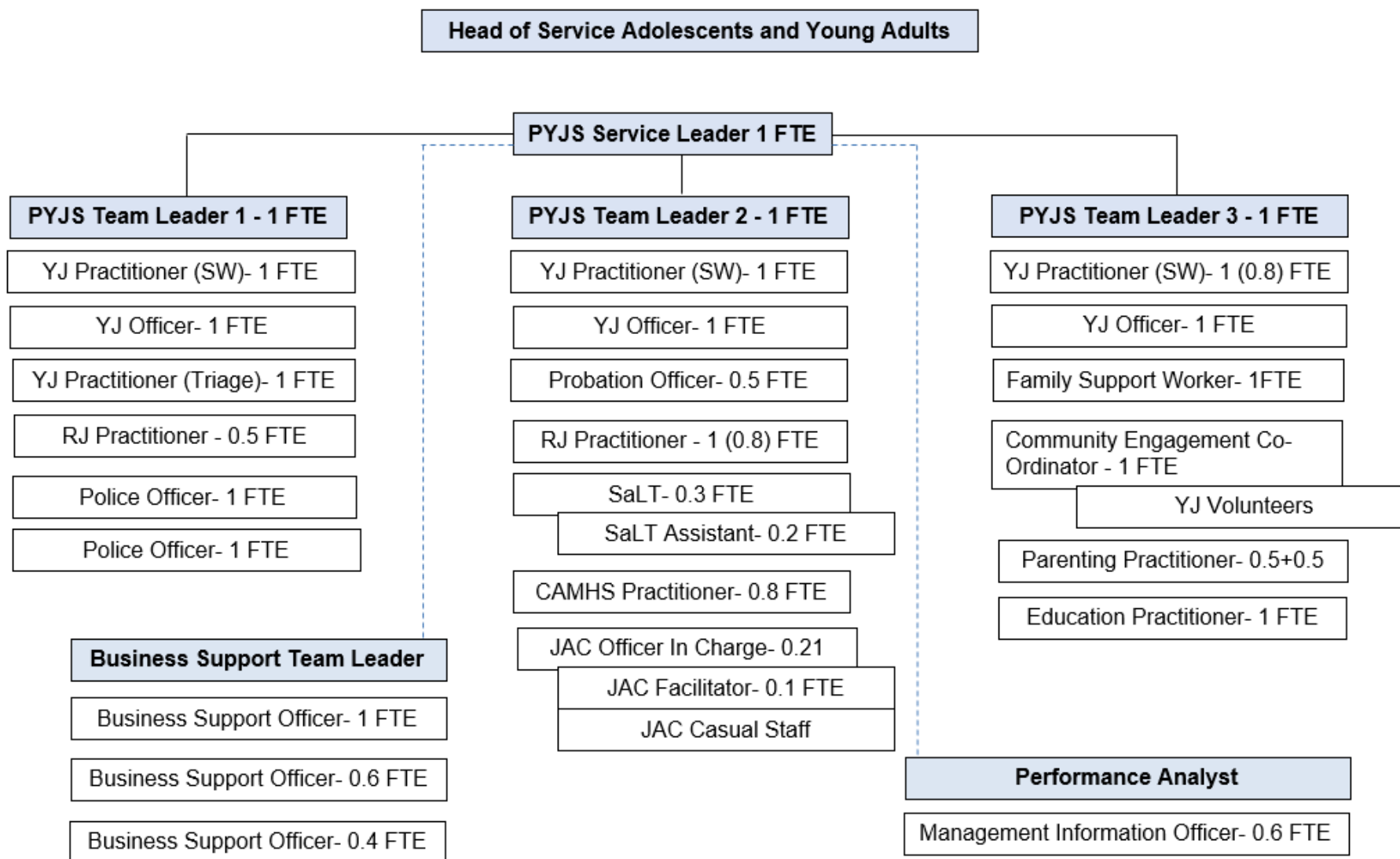
Addressing levels of exploitation and serious youth violence across the City.	<ul style="list-style-type: none"> - Support and contribute to the work of the local VRU - Meet the new Serious Violence Duty across the wider workforce - Develop an enhanced response to young people and adolescents, including transitions, through new Head of Service.
Reducing duplication, and enhancing effectiveness, through strong partnership working.	<ul style="list-style-type: none"> - Developing an Adolescents' Board to oversee SYV, MET and Youth Justice functions across the City. - Enhancing membership to include early/targeted prevention services and wider multi-agency partners. - Aligning Strategic Plans to support the same.

Risks	Mitigation/Intended Actions
Increased demand on youth justice services due to the rise in cost of living (i.e. increased need and/or poverty).	<ul style="list-style-type: none"> - Monitor demand via data collection/analysis. - Develop multi-agency responses and plans through effective joint working, resource sharing and collaboration. - Align Strategic Plans to make best of use of resource across the wider partnership.
Limitations posed by uncertain or short-term funding, and the impact on sustainable planning.	<ul style="list-style-type: none"> - Continue to explore options for additional funding, grants and/or innovations scheme to support existing budgets. - Seek collaborative opportunities for applications, commissioning and delivery.
Insufficient support for YOT Case Management System impacting on KPI reporting	<ul style="list-style-type: none"> - System health check to be completed to inform remedial work - Working group with project manager to be assigned. - Steering Group to be established to oversee progress.



Appendices

Appendix One: Youth Justice Service Structure



Appendix Two: Progress against Youth Justice Plan 2021-23 (revised at mid-point, and reviewed in April 2023)

1. Reducing First Time Entrants					
<u>Outcome</u>	<u>Actions</u>	<u>Impact</u>	<u>Owner</u>	<u>By when?</u>	<u>RAG Rating and Comments</u>
1.1 Early Identification	1.1 i) 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	Support to be commissioned via Outreach Service. PECS Training also commissioned for some Yr R schools. Makaton Train the Trainer training also commissioned.
	1.1 ii) Establish FTE profile	FTE profile is better understood to inform responses; more children identified and considered for earlier help;	Strategic Intelligence Manager	July 2023	Draft profile completed in 2021-22. Brief analysis completed 2022-23 to support Board Workshop in April 2023.
	1.1 iii) Establish systems through MATs for identifying cohorts who may be at risk (e.g. via Childrens Insights Team)			July 2023	Childrens Insights Hub under development. Tools are available in EH to support identification. ND toolkit has also been launched. Further work to do in this area.
1.2 Preventative Pathways	1.2 i) 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 and School Inclusion Manager	April 2023	50 / 61 schools have sent delegates to PACE or PACE+ training or are engaging with the relational schools programme, which is progressing well. The RP work is developing well in 11 Wave One schools. A further 20 schools have joined Wave Two. The project is working with leadership teams to make real changes to school culture and ethos. In Trafalgar School, where RP is well developed, we have seen a dramatic reduction in exclusions.
	1.2 ii) 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	April 2023	The Harbour School has had an inadequate judgement by Ofsted. A plan is in place with the Delta Trust to support the school and part of a wider strategy to review AP in the city.

	1.2 iii) 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 Adolescents and Young Adults and YOT Service Leader	April 2023	C32 and Triage processes are well-established. Youth Diversion has been in place since November 2021. Youth Crime Mapping Workshop held February 2022, led by YOT Board Chair. Turnaround YJ available as of April 2023. CEC post has been created and will support.
	1.2 iv) 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	Portsmouth VRU Lead	Sept 2022	The VRU commissioned additional provision from the St Giles Trust to provide sessions in 10 schools in the City for pupils in years 6 and 7.
1.3 Effective Diversion	1.3 i) 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	Sept 2022	Youth Diversion was implemented in November 2021. Analysis will be completed in 2023-24 to evaluate effectiveness.

2. Reducing Reoffending					
Outcome	Actions	Impact	Owner	Timescale	RAG Rating and Comments
2.1 Swift and appropriate responses	2.1 i) Improve offence to outcome timeliness through partnership approach.	Interventions are more meaningful for young people and have greater impact.	Board Chair	April 2023	Elements have been monitored but need to be revisited and taken forward in 2023-24.
2.2 Strong, coordinated whole family support and challenge.	2.2 i) 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	HOS Adolescents and Young Adults	April 2023	HoS for Adolescents and Young Adults in place since April 2022. Multi Agency Integrated MET Pathway is in place. YJS Team Leaders would like to explore integration with Family Support Plan to support Exit and Step-Down Planning in 2023-24.
	2.2 ii) 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 2023	This approach has been explored, but will not be pursued. It is similar to approaches already in place within the YJS and can be considered at a later date if helpful.

	2.2 iii) 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	Temporary YOT Parenting Support Practitioner in post since November 2021. Provision will be developed further over 2023-24 now funding secured. As of April 2023 this is 0.5FTE YJS (permanent) and 0.5FTE Turnaround YJ (temporary) until March 2025.
	2.2 iv) 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 2023	SaLT provision in YOT is now supporting better identification at Court, including requests for intermediaries where relevant.
	2.2 v) 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 2023	New Family Support Plan in place in Early Help; Turnaround to be delivered alongside YJS; Vulnerability Tracker and developing approach to Severely Absent children; New MET Pathway.
2.3 Maximise resourcing to support targeted planning.	2.3 i) 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	July 2023	Work on this has not been started and will be prioritised after Core+ and new KPI development work has taken place.
	2.3 ii) 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 Adolescents and Young Adults and YOT Service Leader	Sept 2023	Profile not yet developed so unable to complete this action as yet. However, YOT resources have been reviewed and a working group is in place to progress this further.
	2.3 iii) 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	Heads of Service for Prevention and Early Help, Assessment & Intervention LAC and Adolescents and Young Adults	Sept 2022	EH supervisors provide information and participate at JDMP (Triage) which also links to MASH and Children's Social Care to seek and share updates. See notes above re: Family Support Plan. Links of YOT to/with School Nursing also to be strengthened when more capacity to do so to address broader health needs.

	2.3 iv) 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 Adolescents and Young Adults and YOT Service Leader	April 2023	New HoS for Adolescents and Young Adults in place since April 2022. Plans in AYAS are developing including co-location of YOT with EoC/DASS. Wkly MET Meetings and Integrated MET Pathway now in place. Work planned for similar on Transitions.
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3. Reducing Custody					
Outcome	Actions	Impact	Owner	Timescale	RAG Rating and Comments
3.1 Preventative targeting	3.1 i) 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	July 2023	YOT Service Leader monitors and reports on custodial cohort via Quarterly Performance Reporting. Small numbers limit analysis, though common features are highlighted.
	3.1 ii) 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 2023	A meeting was held between YOT and Children's Social Care in 2022 to discuss this- no available additional pathways or provision were identified which were not already being accessed. Areas of stretch identified include ETE and accommodation, as well as links to exploitation- which are linked to other areas of this plan. This will be reviewed again when PYOT Custody and Resettlement Policy and Procedures are reviewed to ensure any new learning is utilised.
	3.1 iii) 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 Adolescents and Young Adults and VRU Lead	Apr 2023	Weekly MET now in place. Wider MET Strategy due for launch. VRU delivery has also been remodelled. Other options being explored.

3.2 Remand/Sentence Reduction	3.2 i) Establish Remand Reduction Strategy (specifically, PACE beds).	Options are understood, and readily applied	HoS for LAC and HOS Adolescents and Young Adults	Sept 2022	Remand Reduction Strategy embedded within the PYOT Custody and Resettlement Policy. PACE processes are being reviewed via the Portsmouth Reducing Offending by Children We Care For Sub Group and Pan-Hampshire Concordat on Children in Custody.
	3.2 ii) Develop partnership response strategies for those at risk of custodial remand and/or sentencing.	Proportionate, preventative responses support reduction in use of custody	All Board members	April 2023	Improvements noted in responses to and awareness of this group e.g. Edge of Care responses; work with CAMHS STaRT team and support provided via team around the child. MET Pathway also in place.
3.3 Early constructive Resettlement	3.3 i) 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 2023	In progress and will be developed further within training to be delivered in 2023-24.
	3.3 ii) 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	April 2023	This will be developed further within training to be delivered in 2023-24.
	3.3 iii) 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 2023	Feedback has been received on a case-by-case basis but is not systemically or systematically reviewed.

4. Engaging, accessing and participating in education and training

Outcome	Actions	Impact	Owner	Timescale	RAG Rating and Comments
4.1 Strengthened responses to individual need	4.1 i) Offer regular and specialist information, advice and guidance to the YOT Education Practitioner.	YOT Education Practitioner is supported to enhance effectiveness of their role.	Virtual School Head	Sept 2022	One to one case work 'supervision and discussion' meetings began in June 2022 and are scheduled

					monthly in Term time with Virtual School Head.
	4.1 ii) Deliver training to YOT practitioners to enhance their knowledge of local (PCC) education-related strategic plans and policies/procedures	YOT case managers understand local education policies and how to escalate to support better outcomes for children open to YOT.	Inclusion Managers, with YOT Service/Team Leaders	Sept 2022	Education Policy Briefing took place March 2023. Identified need for further work to be done within the team which will be done in 2023-24.
	4.1 iii) Convene half termly Education and Youth Justice Sub Group meetings	Cohort needs and areas of strength/stretch are understood; escalation and problem solving is effectively supported for individual children.	Deputy Director, Education	Sept 2022	Meetings are now well-established, and receive a report from the YOT Education Practitioner for pre and post 16 cohort. Options to provide more data to each meeting are being explored.
4.2 Improved pre-16 internal alternative provision offer from schools	4.2 i) Complete city wide review of secondary school in-house alternative provision	Future developments can be informed through SWOT analysis and cohort profiling	Deputy Director, Education	Sept 2022	City-wide review of secondary school in-house AP completed. Summary and individual reports shared with secondary schools.
	4.2 ii) Implement and embed a city wide approach in schools to relational practice (RP).	RP approaches in schools support improved attendance, reduction in suspensions/exclusions and improved achievement and progression	Deputy Director, Education	Sept 2022	Wave 1 (13 of 17 schools completed the first year); Wave 2 commenced in Jan 2023.
4.3 Improved post-16 education, training and employment options including more opportunities for paid work experience and traineeships	4.3 i) Liaise with other LA departments and neighbouring Local Authorities to explore a partnership approach	Opportunities to co-develop and co-commission are explored and progressed where possible.	Deputy Director, Education and Post 16 Commissioning Manager	Sept 2022	Meetings have been held with local providers to look at options within current funding and provision. Skill Mill model is being considered and a new project to progress the Employability Academy which could be extended to include children known to YOT.
	4.3 ii) Working with local post-16 providers, improve access to and engagement of post-16 level 1 and level 2 provision including more bespoke roll on roll off provision	A broader and more flexible offer, linked directly to employment, will support a reduction in the number of young people who are a NEET and lead to more positive	Deputy Director - Education and Post 16 Commissioning Manager	April 2023	Work is ongoing in this area and reported on via the Education and Youth Justice sub-group.

		education and employment destinations			
	4.3 iii) Improve access to CSCS cards and associated employment opportunities	Pathways and funding are in place to support children who wish to pursue CSCS-related employment	Deputy Director, Education and Post 16 Commissioning Manager	April 2023	YOT have been able to purchase resources to support this via VRU Underspend. These will continue to be available throughout 2023-24.
	4.3 iv) Explore Skill Mill and identify other opportunities for paid work experience and employment in a variety of fields.	Opportunities for paid work experience and/or employment are increased; and developed specifically in line with children's aspirations.	Deputy Director, Education, Post 16 Commissioning Manager and YOT Service Leader	April 2023	Skill Mill is under active consideration via proposal paper submitted to DMT. Funding options needs to be identified before this can be progressed.
4.4 Strategic Responses are better informed, and more targeted, to meet the needs of the YOT cohort	4.4 i) Complete half termly analysis of the education, training and employment circumstances of children open to YOT- including areas of strength and stretch.	Needs of open YOT caseload are better understood though snapshot analysis and feedback whilst other analysis takes place and reporting is developed.	YOT Service Leader	Sept 2022	Regular report prepared by the YOT Education Practitioner for pre and post 16 cohort for half termly meetings. Snapshots and Case Studies have also been completed.
	4.4 ii) Develop ETE/YOT Cohort Profile through use of data from YOT and partnership services.	Broader YOT cohort is better understood to inform wider partnership responses.	Strategic Intelligence Manager	Sept 2022	Completed and submitted to YOT Partnership Board in Jan 2023 and will now be an annual item on the Board agenda. Additional data sources also under active consideration.
	4.4 iii) Ensure Education strategic plans and commissioning are revised as needed to meet the needs of this cohort	Strategic Planning recognises the needs of all children and is supported by commissioning of opportunities for this specific cohort.	Deputy Director, Education	April 2023	Work by Ed and YJ Sub Group is supporting development of this area.

5. Understanding, analysing and addressing disproportionality					
Outcome	Actions	Impact	Owner	Timescale	RAG Rating and Comments
5.1 Responses to individual need are strengthened	5.1 i) Review YOT Policies and Procedures to ensure diversity is more clearly recognised and disproportionality addressed.	YOT documentation and guidance is strengthened to support a more individualised approach and reduce or counter disproportionality.	HoS Adolescents and Young Adults and YOT Service Leader	April 2023	New 'Introduction to Principles and Approaches Underpinning YJ Practice' Guidance established to underpin all areas of policy and practice in October 2022. All other policy/procedure will be updated to

					refer to this as review dates progress.
	5.1 ii) Devise/commission and deliver training to YOT practitioners around unconscious bias and cultural competence.	YOT service delivery is enhanced through increased awareness.	HoS Adolescents and Young Adults and YOT Service Leader	April 2023	'Introduction to Principles and Approaches Underpinning YJ Practice' training delivered in January 2023. Additional training available via PCC.
	5.1 iii) Revise and develop YOT interventions and resources to ensure they cater to a range of need, risk and lived experience.	Interventions delivered by YOT are more accessible, and/or specifically targeted, to support children who have experienced disadvantage or discrimination.	YOT Service Leader	April 2023	This has commenced and will be ongoing e.g purchase of tablets to support digital access to apps; resources more specifically targeted towards girls; development of new container unit at Hillside.
5.2 *Disproportionality data is collected and analysed, and learning is used to develop services	5.2 i) Continue snapshot analysis via Caseload Profile, Education and Youth Justice Sub-Group and Preventing Offending by Looked After Children Sub-Group whilst other data analysis is developed.	Current monitoring is maintained until new Management Information Officer post is embedded.	Strategic Intelligence Manager and YOT Service Leader	In place.	This is in place and will be ongoing.
	5.2 ii) Convene 'Disproportionality Workshop' for Board, partnership and service representatives.	Research, recommendations and best practice examples are shared to inform our local approach.	Board Chair	Sept 2022	The workshop took place 22.09.22 facilitated by the YJB. A new Sub-Group to the Board is to be established, or links made to existing Forums, to enhance our focus in this area of work.
	5.2 iii) Strengthen data collation and analysis through the new Management Information Officer.	Local understanding is based on local need profile.	YOT Service Leader	Apr 2023	MIO started in post July 2022. Work will be ongoing in this area.
	5.2 iv) Enhance data collation and analysis through partnership sources and collaborative working.	Local understanding is enhanced by partnership data which can be used to inform wider strategic planning.	Strategic Intelligence Manager	Apr 2023	YJS data is being pulled through to the Insight Hub which is being developed to match data from different service areas and eventually partner agencies. This is an ongoing piece of work and the next phase is to ensure data accuracy of the YJS data which is being addressed through

					the Core+ and new KPI development work.
	5.2 v) Ensure future partnership planning is informed by data collation and analysis of YOT cohort.	All future plans are informed by local profile, broader knowledge and best practice learning.	All Board members	Apr-July 2023	Data is under development and will inform future planning.
5.3 Recommendations from Thematic Inspection Reports are understood and built in to wider planning.	5.3 i) Ensure recommendations from the HMIP Inspection on The Experiences of Black and Mixed Heritage Boys in the Youth Justice System are met.	Board and service delivery is enhanced to support more positive experiences in this group (and links to Police Race Action Plan)	Board Chair	Apr 2023	Disproportionality Workshop has taken place. Data under development. Sub-Group to be taken forward with Police colleagues.
	5.3 ii) Ensure recommendations from the Joint Inspection of Education, Training and Employment services in youth offending teams are met.	Board and service delivery is enhanced to support more positive outcomes for children known to YOT (links to education priority)	Deputy Director, Children and Education Services	Apr 2023	Ed and YJ SG has received an overview report and will take forward.

6. Additional Actions

Outcome	Actions	Impact	Owner	Timescale	RAG Rating and Comments
6.1 * Comprehensive quality assurance arrangements are in place to understand performance and respond to the profile and needs of all children supervised by YOT	6.1 i) Embed existing (revised) QA framework and reporting.	QA ensures required levels of scrutiny/assurance are in place to support defensible practice.	YOT Service Leader	Sept 2022	PYOT QA Framework has been revised and embedded. Collation and reporting will be refined in 2023-24.
	6.1 ii) Identify additional resource required to support extended delivery of QA and training/development in YOT in relation to Risk of Harm, and Safety and Wellbeing specifically.	Existing YOT Management Team are supported to improve the quality of assessment, planning and service delivery to keep children, and others, safe.	All Board members	Sept 2022	Additional Sub-Groups have been established for QA and WFD respectively which will be embedded in 2023-24. PYOT Service Review has been completed and increased TL establishment from 2FTE to 3 FTE which commences as of 03.04.23.
	6.1 iii) Develop targetted QA activities in response to QA reporting and/or data analysis, in addition to the over-arching QA Framework	Key areas of focus, risk and/or need are effectively explored to support understanding and inform strategic responses.	All Board members	April 2023	This will be developed via the new QA Sub Group

6.2 * The quality of assessment, planning (including contingency planning) and service delivery to keep children safe and manage the risk of harm they present to others is improved.	6.2 i) Review Inspection findings with the team to confirm strength/stretch.	Improvement planning (individual and team) is informed by shared discussion.	YOT Service Leader	Sept 2022	Completed at workshop on 05.10.23
	6.2 ii) Identify training for practitioners and Team Leaders on: risk assessment, keeping children safe, managing the risk of harm they present to others, contingency planning and gatekeeping of same.	Practitioners are supported to deliver safe, defensible and effective practice through dedicated training. Management oversight is strengthened to support practice improvement.	YOT Service Leader	Sept 2022	Training delivered as follows: Intro to Risk Assessment and Management (19.10.23); Case Management and Enforcement (02.11.23); Principles and Approaches Underpinning YJ Practice (24.01.23). Short Format Assessment (09.02.23). Education Police Briefing (28.03.23). ND Toolkit (17 and 24.05.23). MET training (dates in May/June 23). Other training also revised for Induction of new staff. Further training to be developed and delivered re: contingency planning, gatekeeping and MAPPA in 2023-24.
	6.2 iii) Deliver or commission delivery of HMIP's 'Effective Case Supervision- Youth' to embed awareness of ASPIRE model and best practice	Learning is consolidated through advanced training using HMIP resources and effective practice guidance.	YOT Service Leader	March 2023	Not completed. Other training delivered as outlined above. Can reconsider pending completion of other training and return of TL seconded to HMIP at end Oct 2023.
	6.2 iv) Embed learning from training in Team Meetings, Reflective Practice Meetings and 1:1 Supervision	Good practice is embedded through discussion, reflection and individualised support.	YOT Service Leader	April 2023	Ongoing. Meetings are in place.
	6.2 v) Extend and enhance QA in YOT to include stronger focus on ROSH and Safety and Wellbeing.	Practice is subject to required levels of scrutiny and assurance is provided to the Board.	YOT Service Leader	April 2023	Options to do this being explored via QA Sub Group now that training has been completed.
	6.3 Strategic oversight and planning is	6.3 i) Align commissioning approaches (e.g. OPCC, PCC and VRU) where possible	Resource allocation and distribution maximises coverage and impact.	All Board Members	April 2023

strengthened to reduce duplication and increase effectiveness	6.3 ii) Expand YOT Partnership Board Membership to include early intervention and prevention partners e.g. Youth and Play, Housing and Voluntary Sector.	Board memberships better reflects the range of services and organisations who can contribute to partnership aims.	Board Chair	Sept 2022	Expanded to include EH&P but not other partners. Needs to be progressed under Plan for 2023-25.
	6.3 iii) Develop an Adolescents Board to oversee strategic planning and operational delivery for youth justice, exploitation and transitions.	Strategic oversight recognises overlap in these key areas and supports them both individually and as a whole; duplication is reduced to improve effectiveness.	All Board Members	April 2023	Discussion has taken place to explore options but this has not yet been progressed to completion.

Outcomes marked with * link directly to recommendations made by HMIP following Inspection of Portsmouth Youth Offending Team in March 2022

Appendix Three: Youth Justice Plan 2023-25

1. Reducing First Time Entrants					
Outcome	Actions	Impact	Lead Owner	By when?	How we will know this has been achieved
1.1 Early Identification	i) Enhance links between YJS and LA Education Link Co-Ordinators and School Nursing/Family Nurse Partnership (respectively) to align systems and support effective information sharing.	Early indicators are flagged and result in additional support and/or monitoring to prevent offending.	YOT Service Leader/Supporting Families Manager/ Service & Quality Manager Public Health Nursing	Oct 2023	Clear processes will be in place for information sharing; systems will be aligned to support this and evidence of impact (practice examples) will be provided to the Board.
	ii) Update and share FTE profile to support wider partnership awareness and inform future development of services and systems.	FTE profile is understood and used to inform partnership responses.	YJS Service Leader/ YJS MIO	Apr 2024	We will know the profile of our First Time Entrants and be able to give examples of how partnership approaches respond to this in their early prevention work.
	iii) Establish systems through MATs for identifying cohorts who may be at risk (e.g. via Childrens Insights Team, Violence Reduction Unit)	More children are (appropriately) identified and considered for earlier help.	Strategic Intelligence Manager/VRU Director	Apr 2024	We will understand 'risk indicators', be able to identify cohorts 'at risk' and share examples of how we develop our services to respond.
	iv) Ensure Turnaround Youth Justice processes are aligned with new Family Support Plan and Parenting Offer.	YJS processes will align more effectively with wider City approaches.	Head of Service for Prevention and Early Help/ YOT Service Leader	Apr 2024	TYJ will be 'joined up' with the wider City offer, and examples of how this has helped families will be provided to the Board.
	v) Ensure responses to Anti-Social Behaviour identify need and are supported by partnership working.	Early onset and indicators are recognised and appropriately responded to.	Head of Community Safety/Police Superintendent	Apr 2024	Examples will be provided where ASB has been identified and children successfully supported. CTCG delivery/mechanisms will support this.

1.2 Preventative Pathways	i) Work in partnership with SEMH Special School and Alternative Provision to increase attendance, particularly for 'at risk' cohort.	Reduced absence and exclusions lead to greater attainment and achievement.	Deputy Director, Education	Apr 2025 (ongoing)	Wider strategies will evidence focus on this area. Persistent/severe absence rates in YOT cohort will reduce.
	ii) 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.	Heads Of Service Inclusion/Integrated Children's Commissioning	Apr 2024	More children will receive SLCN assessment prior to entry into YJS. Practice examples will outline how this has been achieved.
	iii) Ensure systems are in place to identify siblings or other children in the family at risk of offending and offer early intervention to prevent this.	Siblings and other children in the family are effectively prevented from entering into YJS	Deputy Director Childrens Services/ Head of Housing Community Services	Oct 2023	RASBO will be evidenced in Early Help and Social Care practice. Youth and Play Offer will be informed by, and respond to, risk/need profile.
	iv) Maintain Early Help PCSO role and links to Preventing Offending Network.	Early Help Pathway maintained and supports wider prevention work.	Head of Service for Prevention and Early Help/Police Superintendent	Apr 2024	Examples will be provided to Board of work done by EH PCSO and how they have contributed to Network meetings.
	v) Confirm the wider offer to children in need of support and protection, and that this meets the risk/need profile.	Youth crime prevention work in Children's Services is effective.	Deputy Director Childrens Services	Apr 2024	The offer will be clear and matched to known risk/need profiles. Practice examples will evidence approaches in use.
	v) Deliver Turnaround Youth Justice (TYJ) to provide support and intervention for children on the cusp of justice and embed alongside existing services.	Children at risk of entering the youth justice system are offered 'early help style' support.	HoS Adolescents and Young Adults/ YJS Service Leader	Apr 2025 (ongoing)	TYJ will meet its MoJ targets. Its position within the wider prevention system will be clear and well understood by partners.
1.3 Effective Diversion	i) Evaluate Youth Diversion Scheme and arrangements for local delivery.	Outcomes of YDP are assessed and learning is used to develop delivery.	Hants Constabulary YOT Police Team, with 4YOT Managers	Oct 2023	Evaluation findings will be shared with Board.
	ii) Review interventions and resources for YDP following that evaluation.	Resources and interventions match the needs and offending profile of the Diversion cohort.	YJS Service Leader	Apr 2024	Report or summary will be provided to confirm review has taken place, and any actions to be taken as a result.
	iii) Ensure local practice builds on best practice/evidence-base.	Research and identify models of effective practice in other areas.	Hants Constabulary YOT Police Team, with 4YJS Managers	Apr 2025 (ongoing)	Best practice examples will be shared with the Board. Processes will be reviewed if/when necessary to apply learning.

2. Reducing Reoffending					
Outcome	Actions	Impact	Lead Owner	Timescale	How we will know this has been achieved
2.1 Swift and appropriate responses	i) Improve offence to outcome timeliness through partnership approach.	Interventions are more timely and more meaningful for young people so have greater impact.	Portsmouth Superintendent	Apr 2024	Data for C32, Triage and Court will show more timely responses and prioritisation. Exception reporting will confirm any identified delays were necessary for due process.
2.2 Strong, coordinated whole family support and challenge.	i) Ensure clear Lead Professional allocation and whole family planning is in place, drawing on adult service expertise, and effectiveness is regularly reviewed against shared aims (Links also to 1.1 iv)	Systems and processes ensure that plans for individual children are joined up and regularly reviewed.	Heads of Service Safeguarding and Quality	Apr 2024	Auditing of Lead Agency Plans will demonstrate integration of YJS involvement and interventions with regular review. Good practice examples will be shared to support development.
	ii) Align support for Parents, Carers and wider Families within YJS and TYJ with that offered by wider partners, through clear pathways and joint working.	Parents and families are supported alongside their child to access relevant services.	YJS/ Early Help Service Leaders	April 2024	Pathways and links will be mapped. Joint working will support access and delivery. Examples will be provided of where this has helped families.
	iii) Identify how existing parenting offer can be enhanced through bespoke and/or accredited parenting programmes specifically targeting offending and/or exploitation risks.	Parents of children known to YJS can access bespoke support in relation to the experiences and presenting behaviours of their children.	Heads of Service for Prevention and Early Help/Adolescents and Young Adults.	Apr 2024	Options will be identified for decision making or development.
	iv) Establish clearer step-down process from YJS, aligned with Family Support Planning and other systems (e.g. Vulnerable Pupil Tracking), to promote long-term desistance.	YJS step-down processes is embedded within, or aligned to, wider City-wide systems.	Head of Service Adolescents and Young Adults and YJS Service Leader	Apr 2024	YJS Step-down process will include Family Support Plan, where appropriate. Pathways for notification/information sharing will be clear and examples shared of how this has been applied.
2.3 Resources maximised to support targeted planning.	i) Develop Reoffending Profile through use of data from YJS Reoffending Toolkit and enhance that profile through data contributions from partner organisations, particularly in relation to priority groups.	Reoffending profile is better understood to inform responses	Strategic Intelligence Manager	Apr 2024	Reoffending toolkit will be in use, reported to the Board and supplemented by submissions from partners.

	ii) Develop the YJS 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 Adolescents and Young Adults and YJS Service Leader	Oct 2024	Interventions will be in place which match risk/need profile. Stakeholder feedback will confirm they are relevant and engaging.
	iii) Align TYJ/YJS 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 Adolescents and Young Adults and YJS Service Leader	Apr 2024	YJS will implement local tools (e.g. Safer Plan), ensure regular representation at MET forums and support development of further strategies (e.g. Transitional Safeguarding)
3. Reducing Custody					
Outcome	Actions	Impact	Owner	By When	How we will know this has been achieved
3.1 Preventative targeting	i) 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 Adolescents and Young Adults and Hampshire VRU Director	Apr 2024	Data will inform wider partnership planning. VRU will support and help us to strengthen the City response to SYV. Updates will be shared with the Board.
	ii) Develop partnership response strategies specifically for individual children at risk of custodial remand/sentencing.	Proportionate, preventative responses support reduction in use of custody	Heads of Service for Family Safeguarding, Children We Care For and Adolescents and Young Adults	Oct 2023	Casework will demonstrate individualised response strategies. Practice examples or reports will share best practice and evidence positive outcomes for the child.
	iii) Explore how to strengthen bail offer and increase availability of direct alternatives to custodial sentencing (ISS and IF).	Steps needed to increase use of direct alternatives to custody are identified.	HoS Adolescents and Young Adults and YJS Service Leader	Oct 2023	Options will be explored and outlined to Board. Support required from partners will be identified and actions agreed as a result.
	iv) Implement steps required to strengthen bail offer, and availability of direct alternatives to custodial sentences.	Steps needed to increase use of direct alternatives to custody are implemented.	TBC	Apr 2024	Use of bail packages and direct alternatives will increase. Key partners will be able to identify how these have been supported.

3.2 Remand Reduction	i) Review Remand Reduction Strategy (including PACE bed provision and reducing use of Youth Detention Accommodation- YDA-Remands).	Options are understood, available and readily applied.	Heads of Service for Children We Care For/ Family Safeguarding/ Adolescents and Young Adults	Oct 2023	PACE processes will be consistently applied. Custodial remands will reduce.
	ii) Ensure recommendations from HMIP Thematic Inspection on Remands are actioned.	Learning from thematic inspection improves practice.	Board Chair	Oct 2023	The Board will review this once HMIP findings are shared.
3.3 Early constructive Resettlement	i) Embed Constructive Resettlement within YOT Practice (including use of Resettlement Checklist to inform work in key areas e.g. accommodation, education and health, inc SEND)	YJS Practice effectively supports transitions, pro-social identity and successful sentence completion.	YJS Service Leader	Apr 2024	Case examples and practitioner testimony will confirm YJS staff will understand and apply required processes. Stakeholder feedback will evidence good outcomes.
	ii) Develop understanding of Constructive Resettlement practice across key areas of the partnership workforce.	Resettlement support needs are understood across key partnership organisations.	HOS Adolescents and Young Adults/ YJS Service Leader	Oct 2024	Training will be in place. Evaluations will confirm impact on understanding. Auditing or practice examples will demonstrate effective application.
	iii) Actively seek stakeholder feedback from children who have experienced custodial settings.	Stakeholder's views are sought, responded to and support ongoing development	YJS Service Leader/Participation Officer	Oct 2023	Feedback will be routinely sought from children in custodial settings. Findings will inform future practice.
4. Supporting Priority Groups					
Outcome	Actions	Impact	Owner	By when	How we will know this has been achieved
4.1 Disproportionality data is collected and analysed, and learning is used to develop services.	i) Strengthen data collation and analysis through the Management Information Officer.	Local understanding is based on local need profile.	YJS Service Leader/Management Information Officer	Apr 2024	Required data reporting will be in place and we will understand where we need to focus to address disparity.
	ii) Enhance data collation and analysis through partnership sources, and collaborative working	Local understanding is enhanced by partnership data which can be used to inform wider strategic planning.	Strategic Intelligence Manager	Apr 2024	YJS data provided to the Board will be supplemented by partnership data and analysis to inform our understanding.
	iii) Ensure future partnership planning is informed by HMIP Thematics, data collation and analysis of YJS cohort.	All future plans are informed by local profile and best practice learning.	Board Chair	Apr 2025 (ongoing)	Our next youth justice plan will incorporate this.

4.2 Increased Stake Holder Feedback, Participation and Co-Production.	i) Implement online feedback surveys for key stakeholders	Additional method in place to support feedback collection and collation.	Principal Social Worker / YJS Service Leader	Oct 2023	The Community Engagement Co-Ordinator post will be embedded to support this work.
	ii) Re-establish Feedback Forums and develop Stakeholder Feedback Groups or mechanisms	In person forums are re-established and strengthened.	HOS Adolescents and Young Adults/ YJS Service Leader	Apr 2024	Levels of stake holder feedback will increase.
	iii) Ensure future partnership planning is informed by stakeholder feedback, participation and co-production.	All future plans are informed by stake holder views, voice of the child and full consultation with staff and volunteers.	YJ Board Chair	Apr 2025 (ongoing)	Clear links will be demonstrated between 'what we hear' and 'what we do'.
4.3 Responses to individual need are strengthened.	i) Revise and develop YOT interventions and resources to ensure they cater to a range of need, risk and lived experience, and include specific resources for priority groups (e.g. care experienced children, girls)	Interventions delivered by YOT are more accessible, and/or specifically targeted, to support children who have experienced disadvantage or discrimination.	YJS Management Team	April 2025 (ongoing)	Interventions will be updated and modernised, based on re-evaluation of their use and stakeholder feedback. A range of resources, methods and approaches will be in use.
4.4 Education, Training and Employment	i) Develop required knowledge and good practice in YJS through a new in-house Education Working Group.	YJS practitioner skills and knowledge support effective collaboration with ETE colleagues.	YJS Management Team.	April 2024	The YJS Education Working Group will support reflection and development of approaches to improve YJS work in this area. Team Leaders will identify impact.
a) Improved pre-16 internal alternative provision offer from schools	ii) Implement and embed a city wide approach in schools to relational practice (RP).	RP approaches in schools support improved attendance, reduction in suspensions/ exclusions and improved achievement and progression	Deputy Director, Education	Apr 2025 (ongoing)	Updates will be provided to the Board on this delivery and its impact via Education and Youth Justice Sub Group updates.
b) Improved post-16 education, training and employment options including more opportunities for paid work experience and traineeships	iii) Working with local post-16 providers, improve access to and engagement of post-16 level 1 and level 2 provision including more bespoke roll on roll off provision	A broader and more flexible offer, linked directly to employment, will support reduction in the number of children who are a NEET.	Deputy Director - Education and Post 16 Commissioning Manager	Apr 2025 (ongoing)	Availability of, and access to, suitable post-16 provision will increase. NEET figures will reduce.
	iv) Explore Skill Mill and increase other opportunities to support access to paid work experience and employment in a variety of fields.	Opportunities for paid work experience and/or employment are increased; and developed specifically in line with children's aspirations.	Deputy Director, Education and Post 16 Commissioning Manager	Apr 2025 (ongoing)	The range of options accessible to the YJS cohort will increase. Feedback will be sought as to their value and impact from those who access them and be reported to the Board.

	v) Maximise opportunities for vulnerable adolescents through cross-team/directorate joint working (e.g. shared training, delivery and access to resources).	Wider post-16 delivery is supported by a range of practitioners to make best use of resource for those who need it most.	Post 16 Commissioning Manager/ Head of Service Adolescents and Young Adults	Apr 2025 (ongoing)	New opportunities or initiatives will be developed. Updates will be provided to the Board via Education and Youth Justice Sub Group updates.
4.6 Victim Contact and Restorative Approaches in PYJS are strengthened	i) Revise RJ delivery to direct victims following Service Review.	Services for victims will be maintained and prioritised within revised RJ delivery.	YJS Service Leader	Oct 2023	Policy and Procedures will be revised. Compliance with Victim Code will be maintained.
	ii) Support delivery of community-based reparation via Community Engagement Co-Ordinator and Volunteer roles	Capacity to deliver community-based reparation will be supported.	YJS Service Leader	Apr 2024	Volunteer numbers will increase. New CEC role will support this and YJS Service Leader will update Board on progression.
	iii) Review Victim Satisfaction feedback methods to increase volume of responses.	Victim satisfaction rates will be better understood and able to inform service development.	YJS Service Leader	Oct2023	Revised processes will be in place and response rates more closely monitored.

Please refer to other areas in Priorities 1-3 for what we will do in relation to delivery of Prevention, Diversion, Serious Violence and Exploitation, Detention in Police Custody, Remands and Constructive Resettlement.

5. Supporting Best Practice and Service Development

Outcome	Actions	Impact	Owner	Timescale	How we will know this has been achieved
5.1 Comprehensive quality assurance arrangements are in place to understand performance and respond to the profile and needs of all children supervised by YOT	i) Embed YJS QA reporting and analysis and align with wider Directorate and partnership frameworks.	YJS QA outcomes are analysed, inform service/staff development and contribute to wider scrutiny of practice.	HoS Safeguarding and Quality/ HOS Adolescents and Young Adults/ YJS Service Leader	Oct 2023	PYJA QA outcomes will be recorded, reported and shared via QA Sub Group to demonstrably impact on practice.
	ii) Develop targetted QA activities in response to HMIP feedback and QA reporting/analysis.	Work in relation to ROSH and Safety and Wellbeing is strengthened further.		Oct 2023	QA activities will focus in those areas, and reporting will evidence outcomes and impact.
	iii) QA outcomes and impact inform wider workforce development planning to support targeted service development.	QA informs work force development, and strengthens 'learn, review, do' cycle.		Apr 2024	QA Sub Group will link to WFD Sub Group and they will review impact and outcomes based on feedback from staff and stakeholders.
5.2 Workforce Development Options are embedded within the Service and	i) Continue to develop and deliver training offer for practitioners and managers, ensuring this includes input on contingency planning, MAPPA and gatekeeping.	Staff are supported to deliver safe, defensible and effective practice (including robust management oversight) through dedicated training.	Principal Social Worker / HoS Safeguarding and Quality	Apr 2025	The YJS training calendar will continue to be developed via new WFD Sub Group. QA activities will test and evidence impact via reports to the Board.

supported via wider planning.	ii) Deliver or commission delivery of HMIP's 'Effective Case Supervision- Youth'	Learning is consolidated through HMIP resources and effective practice guidance.	Principal Social Worker / YJS Service Leader	Apr 2025	We will receive confirmation via WFD Sub Group updates.
5.3 Strategic oversight and planning is strengthened to reduce duplication and increase effectiveness	i) Expand YJ Partnership Board Membership to include early intervention/ prevention partners.	Board memberships can better reflect and contribute to partnership aims.	YJ Board Chair	Oct 2023	Community Safety, Youth and Play, Housing and Voluntary Sector will be represented.
	ii) Establish an Adolescents Partnership to support strategic planning and operational delivery for vulnerable adolescents.	Key initiatives are understood and aligned, and duplication is reduced, to improve effectiveness.	YJ Board Chair/ HOS Adolescents and Young Adults	Oct 2023	Regular meetings will be in place to share updates and progress reports. Practice and planning will align where possible.
	iii) Establish closer links between YJS Partnership Board and Health and Wellbeing Board.	Strategic awareness and understanding is strengthened.	YJ Board Chair/ / HOS Adolescents and Young Adults	Oct 2023	YJ updates will be shared at Health and Wellbeing Board annually.
5.4 YJS Case Management System supports effective data recording and reporting.	i) Commission Health Check to confirm work required.	Project plan is confirmed.	Deputy Director Childrens Services/ HOS Adolescents and Young Adults	Jul 2023	Health Check Report will confirm project plan.
	ii) Establish Steering Group and Project team to progress actions needed.	Work required is completed to support KPI reporting and enhance BAU functions.		Jul 2023	Steering Group will report to the Board and ensure key milestones met.

End.