



YOUTH JUSTICE STRATEGIC PLAN 2011/12

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Wessex Yot Inspection Improvement Plan

1. INTRODUCTION

- 1.1 The last year has undoubtedly been the most challenging in the comparatively short history of Wessex Yot. Reductions in both central and local funding have meant a 23.8% reduction (£2m) in the Wessex Yot budget in 2011/12 compared with the previous financial year.
- 1.2 Some 700k savings were found from a senior management restructure and non staffing costs. The remaining shortfall had to be found from a restructure of middle management and front line staffing with a loss of 30fte posts.
- 1.3 These reductions have been achieved by a combination of staff leaving posts and not being replaced, secondments ending, voluntary redundancy and redeployment. Whilst, to date, compulsory redundancies have been avoided this has clearly been a difficult twelve months for Wessex Yot staff.
- 1.4 Wessex Yot covers the three Local Authority areas of Hampshire, Portsmouth and Southampton. On the 1/4/11 the Isle of Wight disaggregated from the Wessex Yot partnership and it is highly likely that the remaining three LA's will disaggregate from 1/4/12. A disaggregation group is already in place consisting of key stakeholders from the 3 LA's, Police, Probation and the Courts to ensure a smooth transition to the new Hampshire, Portsmouth and Southampton Yots.
- 1.5 In May 2011 Wessex Yot was subject to a Core Case inspection. The Inspection report was published on the 24/8/11 and is available via the following link; www.justice.gov.uk/publications/inspectorate-reports/hmi-probation/inspection-reports---youth/core-case
- 1.6 The Inspection looked at 115 cases in detail and the following ratings were given (table 1).

	National average score	Wessex score
'Safeguarding' work (action to protect the young person)	68%	55%
'Risk of Harm to others' work (action to protect the public)	63%	56%
'Likelihood of Reoffending' work	71%	64%

Table 1

- 1.7 Whilst, overall this was a disappointing outcome, the inspectors found some very good practice, particularly in North Hampshire. In addition where a case had been assessed as high risk the inspectorate took the

view that these risks had been well managed. The breaching and returning young people to court for non compliance was also done well.

- 1.8 Following inspection all Yots are required to submit an improvement plan for approval by the inspectorate, based on the recommendations contained in the inspection report. The key issues that need to be addressed are;
- Inconsistency of practice between WYOT teams, in particular, lack of recording
 - Underscoring of risk and vulnerability in some cases
 - Lack of robust management oversight in some cases
- 1.9 The Wessex Yot improvement plan is contained within Appendix A and will be the primary strategic focus until the disaggregation of Wessex Yot on the 31/3/12. With this in mind, there will be three local improvement plans derived from the Wessex plan to ensure progress is continued post disaggregation in each of three new Yots.
- 1.10 Given these issues the two key aims of this strategy are to;
- i) Ensure a smooth transition from Wessex Yot to the new Hampshire, Portsmouth and Southampton Yots.
 - ii) Effective implementation of the Wessex Inspection Improvement Plan and the three local inspection improvement plans

2. PERFORMANCE REVIEW

- 2.1 In 2010/11 Youth Offending Teams were measured against the following five national indicators.
- Reoffending rates
 - First time entrants to the youth justice system
 - Custodial sentencing
 - Young offenders in education, training and employment (ETE)
 - Disproportionality, rates of Black and Minority Ethnic young people in the youth justice system
- 2.2 Performance in 2010/11 in respect of Wessex and the three Local Authority areas within it was as follows (table 2). The Wessex figures include the Isle of Wight which was part of Wessex Yot in 2010/11.

NATIONAL INDICATOR	WESSEX	HAMPSHIRE	PORTSMOUTH	SOUTHAMPTON
Reoffending rate (No. of offences/ cohort x100)	147.11 (1630/1108)	136.86 (954/698)	180.71 (253/140)	210.06 (334/159)
Reoffending 2005 baseline	138.58 (Cohort 1726)	117.71 (Cohort 977)	163.58 (Cohort 302)	164.0 (Cohort 275)
Reducing custody (Target -5%)	3.48% (111/3191)	3.02% (50/1656)	4.34% (21/484)	4.28% (32/747)
ETE Combined (70% local target)	65.98% (1348/2043)	64.89% (769/1185)	69.69% (191/273)	62.89% (261/415)
ETE School age (70% local target)	67.43% (731/1084)	66.67% (398/597)	68.98% (109/158)	65.2% (152/233)
ETE Over School age (70% local target)	64.33% (617/959)	63.09% (371/588)	71.3% (85/115)	59.89% (109/182)
No. 1st Time Entrants to YJS	1555 (2328 in 2009/10)	1074 (1478 in 2009/10)	128 (317 in 2009/10)	174 (308 in 2009/10)
1st time entrants per 100,000 pop	865 (1262 in 2009/10)	874 (1126 in 2009/10)	758 (1848 in 2009/10)	920 (1590 in 2009/10)
Disproportionality				
No. of White offenders	2999 (95.2%)	1896 (96.2%)	322 (91.1%)	430 (89.8%)
No. of Mixed race offenders	40 (1.3%)	20 (1%)	5 (1.4%)	15 (3.1%)
No. of Asian or Asian British offenders	36 (1.1%)	19 (1%)	4 (1.1%)	12 (2.5%)
No. of Black or Black British offenders	67 (2.1%)	29 (1.3%)	15 (4.1%)	22 (4.6%)
No. of Chinese or other ethnic offenders	10 (0.3%)	6 (0.3%)	5 (1.4%)	0 (0%)
No. unknown	5	4	0	1

Table 2

2.3 Reoffending rates are tracked for the last quarterly cohort of young people offending in each financial year. Performance is measured against the 2005 cohort baseline. Against this measure reoffending rates in both Wessex and all 3 LA's have risen, but the key point is that the cohort size across Wessex has fallen dramatically between 2005 and 2010 from 1726 to 1108 (35.8%).

- 2.4 The reduction in the cohort size is principally amongst lower risk young people receiving pre court outcomes such as Reprimands and Final Warnings and first tier community sentences such as Referral Orders. The numbers of higher risk of offending young people receiving more substantial community sentences such as a Youth Rehabilitation Order has fallen but not to the same extent and therefore their impact proportionally on reoffending rates is greater.
- 2.5 Custodial sentencing in Wessex has continued to fall significantly and remains within the national target. In 2008/9 the figure was 240 custodial sentences which dropped to 148 in 2009/10 and has fallen again to 111 in 2010/11 (a 53.7% reduction over two years)
- 2.6 Portsmouth has continued the historically had low rates of custodial sentencing for a city of its size and nature and has remained well within the national target despite a small percentage rise in 10/11 compared to the previous year. Due to smaller numbers of young people being sentenced in court, the actual number (21) of young people sent to custody is consistent with the numbers in the two previous years.
- 2.7 Southampton and Hampshire broadly mirrored the Wessex custodial sentencing trend, although in Hampshire 56% (28) of the custodial sentences were imposed on young people from South East Hampshire. Custodial sentencing in the rest of Hampshire is low.
- 2.8 The locally agreed target for young people in Education, Training and Employment (ETE) at the end of their WYOT intervention is 70% below the 90% national target. Overall, ETE performance showed little change from the levels in 2009/10. Portsmouth was the best performing area in Wessex for ETE and was very close to hitting all three local ETE targets in 2010/11.
- 2.9 There has been a drastic reduction (33.2%) in first time entrants across Wessex in 2010/11 compared to the previous year. Much of this is due to the successful implementation of the Triage process in the Cities and its roll out across the whole of Hampshire. Triage allows the police to deal informally with young people committing minor offences but still allowing YOT intervention in appropriate cases when assessed as necessary. This dramatic reduction in numbers also gives an explanation for the reduced reoffending cohort numbers referred to in 2.4 and 2.5.
- 2.10 The disproportionality figures show relatively small numbers of BME young people within the youth justice population in Wessex which make it difficult to draw any firm conclusions.

2.11 The greatest proportion of BME young people continues to be in Southampton and the percentage of Black/Black British young people in the youth justice system has risen in 2010/11 but this is actually only a increase of one young person in actual numbers. Black/Black British young people have also increased in Portsmouth although this can be attributed to young people from London coming to Portsmouth by train and local Police are aware of.

3. RESOURCING AND VALUE FOR MONEY

3.1 The funding of Wessex Yot for 2011/12 is shown in Table 3 below;

Allocations by partner. 2011/12 (£)	Local Authority	Health	Police	Probation	Youth Justice Board	TOTAL
Hampshire	2,155,652	236,187	371,493	412,679	1,648,980	4,824,992
Southampton	617,036	19,697	93,514	103,882	415,090	1,249,218
Portsmouth	490,631	15,000	69,001	76,651	306,280	957,563
TOTAL	3,263,319	271,884	534,008	593,212	2,370,349	7,031,772

Table 3

3.2 Due to both national and local funding cuts this represents a £2m reduction in the WYOT budget for 2011/12.

3.3 Table 4 Shows that in 2010/11 WYOT undertook 2209 statutory interventions. The Wessex figures include the Isle of Wight which was part of Wessex Yot in 2010/11

3.4 This compares with 2363 in 2009/10. However, this figure does not include prevention work such as Triage, Youth Inclusion Support Panels (YISP) and Youth Intervention Programmes (YIP), or Parenting and Bail/Remand work.

	Wessex*	Hampshire	Portsmouth	Southampton
Pre court interventions (Final Warning Interventions)	193	122	9	35
1st Tier sentences (Referral and Reparation Orders)	792	437	125	148
Community Sentences (All other Community Sentences)	1113	582	183	261
Custodial sentences	111	50	21	32
TOTAL	2209	1191	338	476

* The Wessex total includes data from the IOW, so reliable comparisons can be made with previous yrs

Table 4

- 3.5 In 2006/7 the total number of statutory interventions delivered by WYOT was 3247, so there has been a decrease of 1038 (32%) over the last 4 financial years. Pre Court Interventions have seen the most significant fall from 819 to 193 (76%), but there have also been a decline in the other three areas; 1st Tier sentences (1124 to 792, - 30%), Community Sentences (1085 to 1113, show a small increase of 3%) and Custodial Sentences (260 to 111, - 57%)
- 3.6 The reasons for this are partially due to population demographics, as the numbers of young people in the 10 to 17 age range has declined over this period, but also due to the impact of preventative work to reduce the numbers of young people entering the youth justice system for the 1st time. The introduction of Triage (see 2.9) over the last 18 months has had a significant impact on Pre Court and 1st Tier sentences.
- 3.7 Wessex Yot currently commissions two services via Hampshire County Council using their thorough commissioning processes. The first is the volunteer Appropriate Adult Service for young people aged 10-16 detained for questioning in the Police station where a parent/guardian is unable to attend. This contract was re-tendered in the summer of 2009 and a saving of 20k pa was made.
- 3.8 The second is a Restorative Justice (RJ) and Reparation Service which provides both direct and indirect reparation services to victims of youth crime, or where this is not possible to the local community. The use of Restorative Justice where young offenders and victims meet face to face in a safe environment is actively promoted.
- 3.9 Both contracts are currently held by Catch 22, although they subcontract Appropriate Adult work in Portsmouth and South East Hampshire to Motiv8, a local voluntary agency.
- 3.10 In 2010/11 a review of the Intensive Supervision and Surveillance Programme (ISSP), was undertaken and following this ISSP management and staff were integrated within WYOT operational teams to provide greater cohesion to ISSP delivery.
- 3.12 Wessex Yot remains a key partner of the Remand Fostering Service commissioned by Hampshire Children's Services on behalf of the 4 L.A's in the Wessex area from Action for Children. The Remand Fostering Service provides specially trained foster carers to provide placements via the Courts to young people who have been charged with serious offences as an alternative to being Remanded in Custody.

The contract also allows the placement of young people at risk of committing serious offences.

- 3.13 Since the beginning of 2011/12 Wessex Yot has for the first time purchased the vast majority of its induction and training programme, via Hampshire County Councils Learning and Development team. Key to this new approach is the creation of a new Workforce Development Officer post with a youth justice specialism. This has enabled WYOT to retain a high quality and bespoke youth justice training programme but also benefit from being able to access other training resources from within the Learning and Development Team.

4. STRUCTURES AND GOVERNANCE

- 4.1 The Wessex Yot partnership continues to consist of the statutory partners as prescribed by the 1998 Crime & Disorder Act and WYOT is governed by a management board that meets quarterly consisting of senior officers from statutory partners i.e. the 3 Local Authorities and the 3 Primary Care Trusts that are co - terminous with the L.A.'s, in addition, Hampshire Constabulary and Hampshire Probation Trust.
- 4.2 In addition other key stakeholders such as HM Court Service and a District Council Housing representative are also represented on the Management Board.
- 4.3 The Chairing of the Management Board rotates annually between the WYOT partners and is currently held by the Director of Children's Services for Hampshire County Council.
- 4.4 Within the Board membership there is representation from each of the Children's Trusts in the 4 L.A. areas to ensure clear strategic linkages and the Head of Service also sits on each of the Children's Trust Boards.
- 4.5 Quarterly Performance and budgetary reports are considered at each meeting of the WYOT Management Board. The latter are presented by the Head of Finance for Hampshire Children's Services who is the Treasurer to the WYOT Board. Hampshire Children's Services hold WYOT's pooled budget on behalf of the Board and also provide most of the WYOT infrastructure i.e. Financial support, Human Resources, Commissioning and Procurement, Information Technology etc...
- 4.6 In addition to performance data being reported on a Wessex wide basis, data for each of the 3 Local Authority areas is presented and in Hampshire the data is broken down further into the 11 District Council

areas.

- 4.7 To ensure that local performance is scrutinised and action taken to address local priorities, there are 3 steering groups based on the 3 L.A. areas. In the two cities the steering groups are combined with other local strategic groups.
- 4.8 Given the likelihood of disaggregation, these steering groups will during 2011/12 become 'shadow' management boards so they will be ready to take over the governance of the relevant local Yot post disaggregation. As a result the terms of reference and membership of these groups will need to change to reflect this.

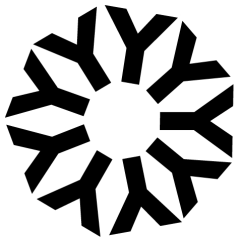
5. PARTNERSHIP ARRANGEMENTS

- 5.1 Wessex Yot continues to be represented at a senior management level on the following strategic groups and contributes to the strategic plans and objectives of these groups;
- The Hampshire and Isle of Wight Local Criminal Justice Board
 - The 3 Children's Trust Boards
 - The 3 Local Children's Safeguarding Boards
 - The 13 Community Safety Partnerships
 - The Hampshire and IOW Multi – Agency Public Protection Arrangements Strategic Management Board.
- 5.2 A significant development in 2010/11 has been the establishment of the Wessex Resettlement Consortium, comprising of the 3 LA's in the WYOT partnership as well as the Isle of Wight Council and key voluntary sector and secure estate partners at Ashfield Young Offenders Institution, Medway Secure Training Centre and Swanwick Lodge Secure Children's Home.
- 5.3 The key aim of the Consortium is to make an 'enhanced offer' for all young people from Wessex leaving the secure estate institutions listed at 5.2 to provide them with assistance immediately on their release to break the 'revolving door' of custody. This group is being targeted as young people leaving custody generally pose the greatest risk of reoffending and returning to custody. The enhanced offer has 15 elements and includes help to find supportive accommodation and support with education, training, employment.
- 5.4 The Wessex Consortium is also hoping (via a YJB grant) to introduce video conferencing (VC) facilities in its main operational offices to link with VC equipment being funded by the YJB in the three secure estate consortium members. This will certainly help remove some of the barriers caused by the geographical distance between Wessex and

Ashfield and Medway in particular.

- 5.5 In 2010/11 WYOT has been represented at, and contributed to each of the emerging Local Children's Partnerships (LCP's) within Hampshire, which are based on groupings of schools rather than District Council areas. This has already allowed WYOT to forge partnerships with schools.
- 5.6 The Prevention Service that WYOT provides on behalf of Hampshire County Council has reduced in size due to budget reductions but still provides countywide coverage. During the first part of 2011/11 the management of this service is being transferred across to Hampshire Children's services Area Team, but will still retain a distinct focus on youth crime prevention work.
- 5.7 In April 2011 the Head of Wessex and the small Headquarters team moved out of their High Street offices in Winchester, into Hampshire Children's services offices a short distance away. This move will save in the region of 44k pa.
- 5.8 The Children's Trust structure arrangements in Portsmouth have been rationalised over the last year and WYOT is a key contributor to Priority D (Children and Young People at risk) in the Portsmouth Children and Young Persons Plan.
- 5.9 In February 2010 Portsmouth City Council decided to dispose of the ageing Darby House premises in Cosham, where both the Portsmouth City and SE Hampshire operational Yot teams were based. In April 2011 both teams successfully moved to offices with Fareham Borough Council, near to the Youth Court at Fareham. The ISSP team based at Drayton also moved to Fareham at the same time following the expiry of the lease on the building they occupied. This move has led to savings of approximately 30k per annum.
- 5.10 WYOT has continued to engage with the new Children's Services locality teams in Southampton which has strengthened links at both an operational and strategic level.
- 5.11 WYOT will continue to ensure it plays its part in the roll out of Integrated Offender Management, led by the Police and Probation across the Wessex area. A review of the role of seconded WYOT Police Officers is currently underway to reflect the increasing priority IOM has locally.

- 5.12 The Forensic CAMHS pilot is now in its final year and has, in particular been successful in helping WYOT staff manage the risks proposed by young perpetrators of sexual offences. An evaluation of the project is currently underway with the aim of securing continued funding for the next financial year onwards.
- 5.13 Over the past 4 years WYOT has been fully engaged with several successful 3 week pilot dance projects for vulnerable young people, including those who have offended or are at risk of doing so. WYOT has been a key partner in the setting up of the Wessex Dance Academy in Winchester which can now provide three 12 week dance projects for vulnerable young people throughout the year in a dance studio environment. The dance projects will continue to be supported by professional dancers and staff from stakeholders, including WYOT staff.



APPENDIX A

WESSEX YOT IMPROVEMENT PLAN

Report Publication Date: 24/8/11

Recommendation	What will be done?	Who will do it?	Timetable for completion:	Review date and progress:
1. Asset assessments should be timely and of good quality providing a robust analysis of the current needs of the case that is not obscured by previous information except where it is relevant.	a) Monthly WYOT QA Asset and intervention plan peer review audits to continue on a more targeted basis for WYOT staff where this has been identified as an area of improvement.	Area Manager (Performance & training)	30 th September 2011 and monthly thereafter	
	b) Targeted local QA audits to become embedded in each operational team and results reported to WYOT Senior Management at their monthly meeting.	Head of Service, Area & Team Managers	31 st December 2011	
	c) Monitoring of Assets whose scores remain unchanged following review and forwarding Team Mgrs to check duplication.			

	d) Anonymised examples of good assessments and planning to be made available to WYOT staff as part of the QA process.	Area Manager (Performance & training)	30 th September 2011 & monthly thereafter	
		Area Manager (Performance & training)	31 st December 2011	
2. Specifically, a timely and good quality assessment of the individual's vulnerability and risk of harm to others is completed at the start in appropriate cases.	a) Continuation of monthly checks of Assets indicating high levels of risk and/or vulnerability to continue to ensure a relevant plan is in place. b) Training for all caseholding	Area & Team Manager	30 th September 2011 & monthly thereafter	

	<p>staff (2 days) in assessment/planning/ recording of risk of harm and vulnerability to be provided for staff.</p> <p>c) Regular observation of front line practice by WYOT Managers; all practitioners to have their practice observed at least twice yearly.</p>	<p>Area Manager (Performance & training)/Workforce Development Officer (Youth Justice)</p> <p>WYOT Management Team</p>	<p>31st of March 2012</p> <p>30th of September 2011 & at least monthly thereafter</p>	
<p>3. Children and young people, and their parents/carers are actively and meaningfully involved in assessment and planning, including the timely use of self assessments and the assessment of learning styles</p>	<p>a) Promotion of the use of 'What do you think' Assets to continue with monthly monitoring of completion rates to be introduced.</p> <p>b) Use of Learning Styles assessment tool to become embedded.</p>	<p>Head of Service / Area /Team Managers</p> <p>Head of Service/Area</p>	<p>31st December 2011</p>	

	c) Monitoring of use/quality of learning styles questionnaires by WYOT Diversity Group.	/Team Manager Head of Service/ WYOT Diversity Group	31 st December 2011 30 th September 2011 & quarterly thereafter	
4. As a consequence of the assessment, the record of the intervention plan is specific about what will now be done to safeguard the child or young person from harm, to make them less likely to reoffend, and to minimise any identified Risk of Harm to others. In particular the plan of work should set appropriate goals and be clearly sequenced.	a) See also Actions 1a, 1b) & 2b). b) Safeguarding training to be provided for staff where identified as a learning need. c) Area/Team Managers to review plans of community cases in each supervision session with staff and to record review(s) on case file.	Area Manager (Performance & training) Area Manager (Performance & training)/Workforce Development Officer (Youth Justice) Area/Team Managers	See Actions 1a) 1b) & 2b) 31 st of March 2012 30 th September 2011 &	

			monthly thereafter	
5. Vulnerability management plans are completed on time and are of good quality. They clarify the roles and responsibilities of staff and include planned responses to changes in the child or young person's own vulnerability.	a) see Actions 2a & b	Area/Team Managers	30 th September 2011 & monthly thereafter	
6. For both custodial and community cases, the plan of work is regularly reviewed and correctly recorded in Asset with a frequency consistent with national standards for youth justice.	a) Team and Area Managers notified monthly of those young people in custody where a review of the intervention/pre release plan is due to ensure a timely/correct review of the plan is done. b) See also Action 5c).	Area/Team Managers/ Wessex Resettlement Co-ordinator	30 th September 2011 & monthly thereafter	

		Area/Team Managers	From 30 th September 2011 onwards	
7. There is regular and effective oversight by management, especially of screening decisions and ensuring planned actions are delivered. Management comments should be recorded within the case record as appropriate to the case.	a) Case discussions/decision in monthly supervision sessions to be promptly recorded on case file by line managers.	Area/Team Managers	From 30 th September 2011 onwards	
	b) Risk of Serious Harm Assets to continue to be quality assured before counter signing by managers.	Area/Team Managers	From 30 th September 2011 onwards	
	c) A random list of counter-signed ROSH Assets to be produced monthly and checked for quality by WYOT Senior Managers.			
	d) All WYOT Team Managers to participate in 2 days training in risk/vulnerability management.	Head of Service/Area Managers	From 30 th September 2011 onwards	

		Head of Performance & training/WYOT Team Managers	31 st December 2011	
8. The case record should at all times contain accurate, sufficient and up to date information, in order to support the continuity of services to children and young people. This should include sufficient information on interventions delivered by others.	a) See also Actions 1a, 1b & 2c b) A random list of cases to be produced monthly and checked for quality by WYOT Senior Managers.	Head of Service/Area Managers	From 30 th September 2011 onwards	
Name of person completing this plan: Ian Langley		Designation: Head of Wessex YOT		Date: 19/8/11

This template is for guidance only - you are welcome to use your own template, or include these actions in other plans.

