



WOLVERHAMPTON YOUTH OFFENDING TEAM

YOUTH JUSTICE PLAN 2015-2017

Introduction

The aim of the Youth Justice system is to prevent offending and reoffending. Multiagency Youth Offending Teams (YOT's) comprise staff from partner organisations who work together in co-location to improve outcomes for children and young people and enhance the safety of the community. This plan sets out how Youth Justice Services are provided and resourced in Wolverhampton which has a strong track record of delivery and improvement against government targets.

During 2014/15 the YOT worked with 286 young offenders who had committed 543 offences. In addition the YOT is aware of the increasing number of Community Resolutions issued and in 2014/15 there are 260 of these outcomes recorded. The local YOT partnership is working to widen our ability to offer responses to those young people on the cusp of the more formal Youth Justice system.

Within Wolverhampton, the last year has presented significant challenges for all partners involved in delivering Youth Justice Services given the widespread austerity programme and reduction in resourcing. The local YOT partnership has worked hard to try to ensure that frontline services are sustained to the high quality that produces better quality outcomes. In June 2015 the local YOT Management Board was able to sign off our previous costed Youth Justice Plan and noted the following achievements:

- In respect of reoffending rates, Wolverhampton sustains a good level of performance against national comparators, with both the binary and frequency rates being ahead of national average.
- The number of young people entering the Youth Justice System has not increased and previous significant reductions have been sustained.
- The number of young people in Wolverhampton receiving custodial sentences is very low, and the local YOT Management Board is satisfied that those who are within the Secure Estate received proportionate sentences appropriate for their own safety and that of the Community.
- Efforts to improve service user participation in shaping our services is progressing and we now have an electronic feedback system in place that young people can utilise to routinely share their feedback with us.
- The Youth Justice Board National Standard audit demonstrated a very high level of compliance with standards of work particularly with young people subject to Community Sentences and this YOT was commended for its performance.

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- The YOT has been a key player both strategically and operationally in the delivery of our 'Troubled Families' programme contributing to the successful completion of the Phase One programme.
- Working with partners in Children' Social Care, the YOT has piloted the 'Supporting Adolescents in Families'
- The YOT has continued to respond to the growing need for diversionary schemes to constructively occupy young people and provide positive choices. In the last year we have progressed a bike project involving cycling and maintenance, a music Arts College summer programme and a healthy lifestyles programme including cooking and preparing food.
- The YOT has refreshed and re-designed its 'Risk and Vulnerability Strategy and Policy' to ensure it is fit for modern purpose and addresses current features of concern including the PREVENT agenda and Child Sexual Exploitation. The document has been commended by the Youth Justice Board for providing a comprehensive yet accessible approach.
- The YOT contributed to the Regional approach to reviewing Restorative Justice delivery. Locally we are improving the diversity of its Indirect Reparation offer but also looking to improve the number of face to face victim/offender encounters.
- The YOT has greatly improved its performance in respect of ensuring documents necessary to safeguard young people entering the Secure Estate are transmitted in a timely and appropriate manner.
- Staff training has focussed on key challenges including Learning from Serious Case Reviews, PREVENT, Restorative conferencing, work with Harmful Sexual Behaviour, training students and management.
- As part of our membership of the local Children's Safeguarding Board, the YOT completed a Section 11 Audit with an accompanying action plan against which we have achieved our milestones.
- The YOT has also utilised the findings from a recent Thematic Inspection into Resettlement to inform the development of our work with the Secure Estate and to improve our National Standards of delivery.
- The YOT has been instrumental in the development of a multiagency Youth Crime Prevention group which has facilitated for this summer a joined up approach to funding and oversight of a summer programme of activities.

Overall, 2014/15 was a successful year of delivery within the YOT despite the challenges within the public sector.

Structure and governance

Under statute, a local YOT is accountable to a YOT Management Board who oversee and scrutinise the work of YOT's. Over the last year there have been significant personnel and organisational changes for most within our local partnership. In this context it has been necessary to refresh and revisit the functioning of our YOT Management Board, ensuring it is fit for purpose.

The local YMB meets at least quarterly and regularly receives performance and financial reporting in respect of the YOT. In addition 'spotlight reporting' focusses on different but particular areas of practice to give strategic partners insight into the detail and reality behind the work. The YJB local Adviser is an Observer member of the Board and provides feedback to the partnership in respect of compliance with grant requirements such as secure estate placement information and National Standards and regional or national trends in Youth Justice that should shape and inform decision making in addition to our local intelligence. Following the reconfiguration of various key YOT partnership organisations the YMB representation is being refreshed to ensure the range of interest and expertise available to oversee our Youth Justice services is the best possible. The current Chair of the Board is our local Police Superintendent which also reinforces the partnership approach to our work.

This Youth Justice Plan and the work of the YMB reports to our wider Safer Wolverhampton Partnership which will also offer governance and oversight in line with the requirements of the Crime and Disorder Act 1998. In addition the YOT Head of Service is a full member of our local Safeguarding Children's Board which ensures that the vulnerabilities of our population are also represented within that partnership. The WSCB also provides a 'critical friend' oversight to any of our YJB commissioned Community Learning Reviews that are utilised to reflect incidents of concern.

For Business purpose the YOT is located within the Children and Family Directorate of Wolverhampton City Council which places our work within the wider services for vulnerable children. The significant representation of the LAC population within our YOT cohort also requires us to work very closely with colleague services to improve outcomes for our most vulnerable young people.

Partnership Arrangements

The YOT is well placed within Children's Services, our Safer Partnership and Safeguarding Board to ensure that wider strategic drive reflects the needs of young offenders. There are a variety of key documents and partnership fora within our local partnership which assist drive the work of the YOT:

- Local Police and Crime Plan
- Wolverhampton Children and Young People's Plan
- Wolverhampton City Council Corporate Plan
- The Safer Wolverhampton Partnership
- Children's Trust Board
- Strengthening Families Board
- Wolverhampton Safeguarding Children's Board

The YOT also leads in the local youth Multiagency Public Protection Arrangements (MAPPA) targeting those young people who have the potential to cause the most harm in our community. We have also worked alongside WSCB to refresh the arrangements in respect of those posing a risk to children (PPRC) and ensure that the right young people are identified for targeted intervention.

As the partnership strives to continue to sustain our progress in respect of minimising the number of First Time Entrants to Youth Justice, we are currently developing our delivery arrangements with the local Voluntary Sector so that we can target those young people of concern to the Police who receive Community Resolutions where youth violence and/or substance misuse are a feature of their wrongdoing. A strong partnership approach is being piloted to target these young people to ensure their risk factors are addressed in a proportionate but accessible way. It is hoped that by providing a wider partnership commissioned approach, we can ensure improved relevance and delivery to our whole population and encourage young people from ethnic minorities to engage with our services at a much earlier stage.

Since April 2015, the local YOT has taken on the management and oversight of Bilston Junior Attendance Centre. As the service is reviewed and modernised, we have been pleased that our local College, with whom we already have a strong relationship is

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looking to provide some specialist activity that can contribute to our plans for a programme for which young people can achieve accreditation.

A key area of concern and development for the partnership is the step down from our statutory services to ensure that at the end of their court orders, any unmet needs of young people are addressed to avoid the 'revolving door' of re-entering the Youth Justice system. The close links with Early Help Services and Targeted Youth Support (TYS) workers will be utilised to ensure this process occurs in the community where young people live.

Wolverhampton is moving into Phase 2 of our 'Troubled Families' / Families in Focus work. The YOT has been a provider for Troubled Families and is well placed to ensure that this becomes much more of 'business as usual' work and a 'whole family' approach. We have strongly advocated for a whole family approach in relation to some of the more recent issues in the Secure Estate and have ensured that local families are informed and engaged in any concerns and improvements.

Partnership working with our local Secure Estate provider is very strong, and we have regular links and visits at both strategic and operational level. In this context we have been a regional lead in developing the implementation of ASCL reforms ensuring the two way transmission of relevant education based information between community and secure providers. We are looking to widen this approach with other Secure estate providers particularly Secure Training Centres. Following the National Standards Audit we are working to ensure that all our work is timely in respect of resettlement and that partners understand their responsibilities to help the YOT deliver. We are looking to ensure that Release on Temporary Licence/Mobility arrangements are actively used to assist the release and rehabilitation process.

The YOT has contributed to the local response and developments in relation to the SEND reforms and has been part of working groups where the needs of young people who can be in conflict with the law should be represented. The full impact of SEND reform is not yet known, but our contact with SAM panel and monitoring of EHCP implementation will be an area of focus in future YOT Management Board. We are currently refreshing our Education Training and Employment Action Plan and this work has been undertaken on a cross partnership basis.

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Resources and value for money

This plan outlines the planned financial contributions to the YOT, all of which are utilised in the delivery of Youth Justice services. In July 2015 the YMB approved the proposed budget for the YOT.

Agency	Staffing Costs £	Payments in Kind - Revenue £	Other Delegated Funds £	Total £
				0
Local Authority	1,155,714	72,170	301,960	1,529,844
Police Service	27,360	46,500		73,860
Probation		107,395		107,395
Health Service		20,256		20,256
Police Crime Commissioner	66,000			66,000
YJB Grant	581,100			581,100
Other		19,176		19,176
Total	1,830,174	265,497	301,960	2,397,631

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Audit certification and YMB scrutiny all confirm the appropriate use of the YJB grant which is a key resource for this YOT. In addition, all statutory partners have sustained a level of commitment to the YOT, albeit all partners have reduced their contributions to varying degrees over the last five years. This Youth Justice Plan is for 2015/17 but the financial resourcing here will only address 2015/16 and a refresh of the plan for 2016/17 will address the future budget. A key delivery gap at present is within the mental health services, but the YOT specification is part of the wider local CAMHS delivery review. West Midlands Police are providing some additional peripatetic cover to support the development of Community Resolutions.

Attached as appendices to this plan are a YOT staffing structure and profile breakdown.

The use of the resources described above is largely to assess and intervene with young people on the cusp or already within the Youth Justice system. However some resources are targeted at improving our systems and streamlining processes which is particularly important in a climate of stringency. The YOT is currently in the process of changing our software systems in order that we can be fit for purpose to take on the new Youth Justice prescribed assessment system known as ASSETplus. YOT management time and Capital reserve resources are identified to support these necessary business improvements.

This YOT has also participated in the development of restorative training for a range of practitioners, managers and volunteers and we currently have 12 personnel trained in accordance with YJB requirements. We also work staff from the Local Policing Unit many of whom are accredited in Restorative processes.

Risks to future delivery

The YOT partnership has worked hard to sustain services in the current public sector climate, but clearly services are affected by disinvestment and reduction. The devolvement of the Youth Detention Accommodation budget has challenged our partnership to address the potential of secure remands efficiently and effectively. There is evidence to show that the number of YDAs in Wolverhampton is very small, however the fact that those young people need to be detained in the more expensive provision has budgetary implications and the devolved grant for 2015/16 is anticipated to be fully utilised by September 2016 leaving a shortfall for the rest of the year.

Within the small numbers of young people we have in Secure Estate, we recognise the disproportionality of representation, as well as the under-representation of engagement with preventative services. A key challenge to the partnership is the engagement with those who are most disaffected particularly when this requires creative and potentially more expensive resources. The YOT partnership is seeking to innovatively use the strong partnership links in Wolverhampton to creatively address these presenting needs. The development of the local Housing Protocol is also a useful tool to address the urgent accommodation crisis that often befalls young people appearing before the courts. The YOT is also a key player in the development of the local 'Edge of Care' Services which will seek to ensure young people stay with their families safely and constructively.

Key Priorities going forward

This strategic plan is supported by a forward looking action plan which will be regularly monitored by the YOT Management Board and refreshed in 2016/17. The action plan will focus around our key forward looking priorities.

For 2015/16 our key priorities are:

1. Internal Processes, Quality Assurance and Business Support:

- Migration onto new software system that is fit for future business purpose
- Anticipation of Her Majesty's Inspection within the next nine months
- Sustaining our audit culture and continued quality assurance process

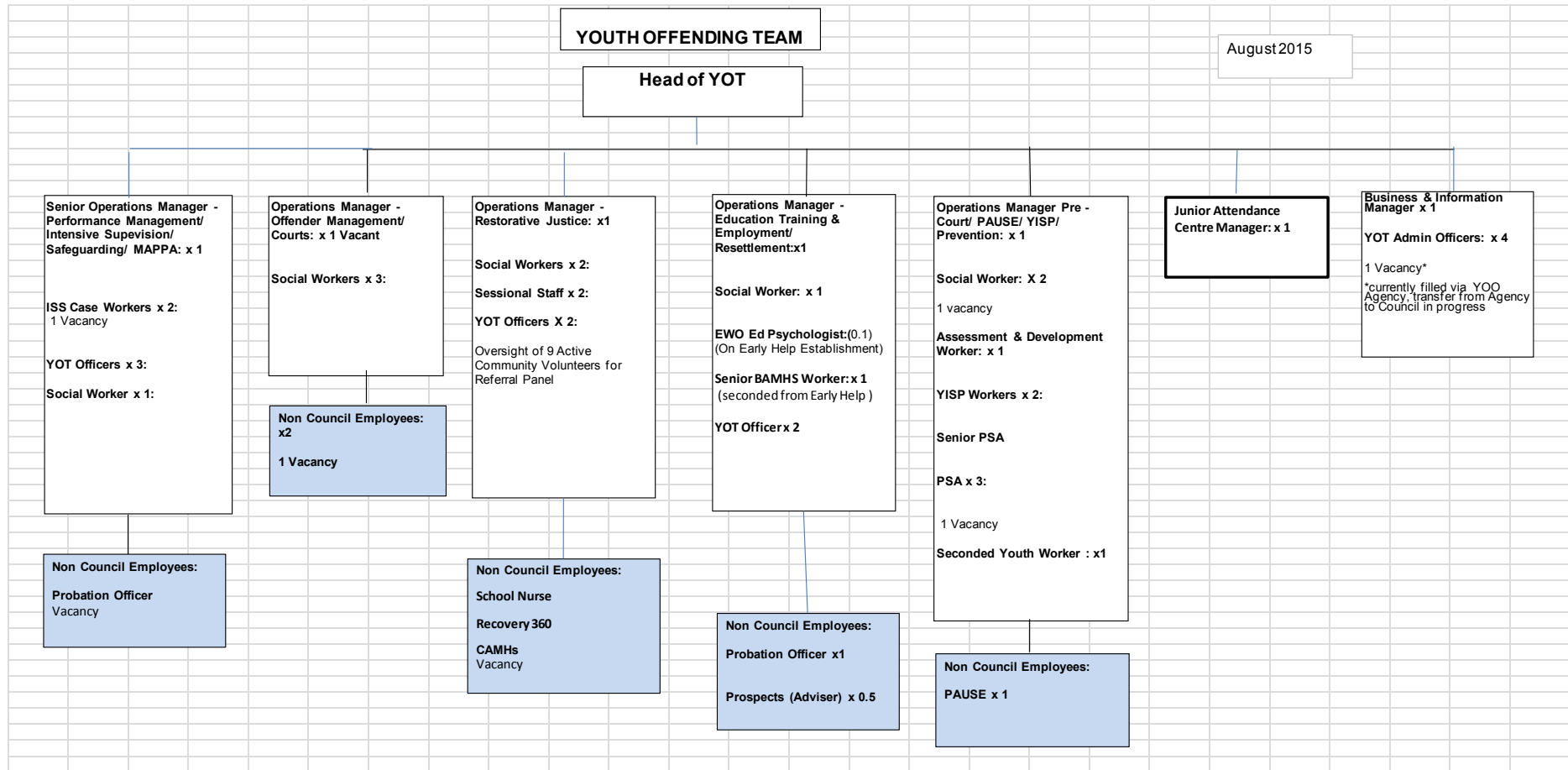
2. Response to changes in legislation:

- Developing a partnership response to targeted 'Out of Court disposals' to prevent progression in the YJ system
- Offering interventions and response to the new requirements of the Antisocial Behaviour legislation
- Ensuring the YOT fulfils its duties under the SEND education reforms

3. Supportive and proportionate responses to changes in local practice:

- Contribute to the local Transformation of Children's Services and ensuring that services are 'joined up' to ensure smooth transitions in and out of Youth Justice interventions
- Contribute to the local development of Edge of Care Services ensuring that young people can stay safely within their own families wherever possible
- Work to implement the revised approach to Gangs and Youth Violence as outlines in the recently revised SWP Gangs Strategy
- Modernise our local Attendance Centre to provide appropriate and proportionate interventions with young people
- Develop our links with schools to address the mutual inclusion agenda
- Support the increasing focus on Child Sexual Exploitation, being an active member of the efforts to address the local concerns through initiatives such as MASE meetings
- Ensure Safeguarding remains at the heart of what we do and refresh our Section 11 Audit Action Plan.

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Appendix 1



Staffing of the YOT by Gender / Ethnicity

Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Volunteer		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White British		1	1	1	8	15		2					2	7	11	26
White Irish			1		1										2	0
Other White															0	0
White & Black Caribbean						1									0	1
White & Black African															0	0
White & Asian															0	0
Other Mixed															0	0
Indian				1		3		2							0	6
Pakistani															0	0
Bangladeshi															0	0
Other Asian															0	0
Caribbean				1	1	3		2	1	1			2	1	4	8
African															0	0
Other Black						1									0	1
Chinese															0	0
Any other ethnic group															0	0
Not Known															0	0
TOTAL	0	1	2	3	10	23	0	6	1	1	0	0	4	8	17	42


Appendix 2



Staffing of the YOT by Employing Agency

Type of Contract	Strategic Manager (PT)	Strategic Manager (FT)	Operational Manager (PT)	Operational Manager (FT)	Practitioners (PT)	Practitioners (FT)	Administration (PT)	Administration (FT)	Sessional	Students / Trainees	Volunteers	TOTAL
Permanent		1		5	2	21		5	2			36
Fixed-Term												0
Outsourced						2		1				3
Temporary												0
Vacant					0.5	2						2.5
Seconded Children's Services												0
Seconded Probation						2						2
Seconded Police						1						1
Seconded Health (Substance Misuse)						1						1
Seconded Health (Mental Health)												0
Seconded Health (Physical Health)						1						1
Seconded Health (Speech/Language)												0
Other/Unspecified Seconded Health						0.5						0.5
Seconded Education						1						1
Seconded Connexions					0.5							0.5
Seconded Other												0
TOTAL	0	1	0	5	3	31.5	0	6	2	0	0	48.5
Disabled (self-classified)												0

Appendix 3

 <p>Wolverhampton YOUTH OFFENDING TEAM</p>			
<u>Number of Staff Trained in Restorative Justice</u>			
No. of Trained YOT Operational Managers	No. of Trained YOT Restorative Staff	No. of Trained YOT Voluntary Staff	TOTAL No. of Trained Staff
6	6	12	24

Wolverhampton Youth Justice Plan 2015/17

As Chair of the YOT Management Board I confirm approval of the above plan and action plan

Superintendent Keith Fraser West Midlands Police

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Youth Justice Action Plan 15/16

Key Issue	Action	Lead	Timescale	Progress	RAG Rating
1. <u>New bespoke YOT software</u>	Implement child view - migration, training, full usage	HOS, WCC ICT, YOT senior Operations Manager,	By March 2016	Project management group functioning including ICT support. Timeline plan in place. Still some negotiations with supplier re detail	
2. <u>Readiness for new Youth Justice assessment - ASSET plus</u>	Implementation of new software (1 above) Attendance at YJB events Staff training when imminent	Senior Operations Manager YOT Management team	Youth Justice timescales likely 2016/17	Software – see above In feedback and meeting loop with YJB Staff training will require backfill.	
3. <u>Inspection preparation</u>	YOT Manager to train as peer inspector Continued work on assessment and intervention planning Domestic arrangements for inspection	Head of Service YOT Management team	By September 2016	Ongoing in accordance with Quality Assurance processes (see 4 below)	
4. <u>Sustain and develop Quality Assurance culture in YOT</u>	Involvement of practitioners in audits Regular audits undertaken Staff briefings undertaken in respect of findings	YOT Management team	Ongoing	All functions in place , needs sustaining	

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Key Issue	Action	Lead	Timescale	Progress	RAG Rating
	Supervision follow up of audit Sustain court and Referral Order report gatekeeping Dip Sampling for supervision National Standards audit CSPPI undertaken when appropriate				
5. Develop partnership response to Out of court Disposals	Sustain Youth Caution and Youth Conditional Caution delivery Develop assessments and interventions for Community Resolutions Ensure YOT partners (eg Recovery Near You, school nursing, Connexions) actively participate in delivery	West Midland Police YOT Prevention manager HOS YOT partners	Ongoing, Community Resolutions to be reviewed in Nov 2016	Youth Cautions and Youth Conditional Caution clinics in place and mature. University evaluation commissioned by West Midland Police CR clinics still WIP	
6. Ensure YOT is able to respond to new ASB legislation	Meeting with ASB manager Ensure clear consultation protocol with West Midland Police Liaison with courts Staff trained to understand requirements	ASB manager West Midland Police YOT prevention management Head of Service	As from July 15	Liaison and meetings have occurred and some consultations have commenced. Needs reviewing Dec 2015.	

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Key Issue	Action	Lead	Timescale	Progress	RAG Rating
7. Ensure YOT fulfils SEND reform duties	Participation in SEND working groups Liaison with custodial establishments Ensure all young people are identified appropriately	Head of Service YOT Manager ETE,	April 15 onwards	YOT has fully participated in working groups Custodial visits undertaken Continued monitoring and oversight of relevant cases Needs review Dec 2015	
8. YOT to participate in CS transformation	Pursue action plan with LAC in respect of mutual population and include partners in developments Participation in CFYP events and initiatives Pilot of SAIF Support for ongoing change	Head of Service YOT and Head of Service Looked after Children YOT partners eg health	Ongoing	Work in ensuring clear identification of population Work to identify escalating behaviours to ensure appropriate response from all services Development/refresh of YOT/LAC action plan	
9. Be part of Gangs and Youth Violence Strategy and actions	Participation in development of strategy Clear action planning re issues Refresh of understanding of gang issues Refresh of approach to gangs and deter Need to ensure OM coordinator has some youth focus	YOT Head of Service YOT SOM	May 2015 onwards	Strategy launched SOM refreshing approach and overlap to Deter and gangs YOT part of appointment of Offender Management coordinator	
10. Modernise local attendance centre	Separate action plan in place being monitored by YMB and CFYMT	YOT Head of Service Attendance Centre Officer in	April 2015 onwards	Personnel issues resolved, new approach being piloted, Black Country offer has been clarified, presentation at future Youth Caution panel meeting awaited.	

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Key Issue	Action	Lead	Timescale	Progress	RAG Rating
		Charge		Three Court Orders achieved so far this year	
11. Improve the YOT Education/Training and Employment engagement levels	Separate YOT ETE action plan in place being monitored by YMB and CFYMT	YOT Education Training Employment manager Head of Service	July 2015 onwards	Education Training Employment action plan adopted by CFYMT and YOT Management Board, YMB now has education rep from WCC	
12. Support Safeguarding initiatives in respect of Child Sexual Exploitation	Inclusion of MASE and Child Sexual Exploitation processes in YOT risk strategy Active staff attendance at CSE meetings	All staff	April 2015 onwards	MASE coordinator has provided presentations to staff, staff attending meetings, Child Sexual Exploitation awareness highlighted within team	
13. Refresh Section 11 Safeguarding audit action plan	Review action plan and ensure staff are proactive	YOT Head of Service All staff	October 2015	Action plan to be considered at November YOT Management Board	
14. Participate in school nursing training and awareness raising across the health community	Ensure GPs are more aware of the issues relating to YOT young people, Ensure school nurses are aware of YOT work Tie in with Looked After Children nurse delivery	YOT nurse School nursing manager YOT health manager	September 2015 onwards	Health reviews to consider progress Consolidate progress and ensure in place across whole caseload	
15. Consider potential for standard induction input	YOT substance worker, YOT health manager and RNY to consider capacity and viability	YOT health manager RNY strat and	By January 2016	New proposal just underway	

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Key Issue	Action	Lead	Timescale	Progress	RAG Rating
for YOT young person in respect of Substance misuse		operational managers YOT worker			
16. Further volunteer recruitment/ development	Work with RNY on exchange programme re volunteers Standard volunteer recruitment and training	YOT Restorative Justice Manager	By January 2016	Work progressing, capacity for training delivery remains an issue given YJB requirements	
17. Work with NPS to ensure transition arrangements are good	Implement software connectivity when available Ensure close communication and relationships between staff Utilise secondees to assist	YOT Management group NPS staff	ongoing	Software progress halted due to YJB resource issues Need to consolidate arrangements with local NPS	
18. Workforce development	Ensure YOT workforce development plan is implemented	WCC Workforce Development YOT partners	From April 2015	Workforce Development plan in place, and a variety of appraisal linked training in place YOT staff participating in corporate training programme	

RAG Rating:

Off Track 

In Progress 

Completed 