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WOLVERHAMPTON YOUTH OFFENDING TEAM

YOUTH JUSTICE PLAN REFRESH 2016-2017

Introduction and Achievement

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 2015/16 the YOT worked with 300 young offenders who had committed 601 offences. In addition there is notable increase in the number of young people on the cusp of the system receiving Out of Court Disposals. In 2015/16 there were 412 recorded (8% increase from 2014-2015 figures). The local YOT partnership, including our newly opened 'The Way' Youth Zone, is working together to provide brief targeted interventions for these young people and signpost them where necessary into other Children's Services.

A key achievement and success during the last planning cycle was the outcome of our Full Joint Inspection. In four judgement areas – 'Reducing Reoffending', 'Interventions', 'Protecting the Public' and 'Ensuring the Sentence is served' the YOT partnership achieved the maximum possible four star outcome. In two other judgement areas – 'Keeping Children and Young People Safe' and 'Governance and Partnerships' the YOT achieved the extremely commendable three star judgement. This has made Wolverhampton one of the highest performing YOT partnerships in the country. This was a whole partnership effort, and in addition to the tremendous contribution made by frontline operational staff, there was proactive participation by all members of the YOT Management Board and the most senior officers within City Of Wolverhampton Council. Further to the inspection outcome, we have been keen to progress action planning on the back of the recommendations in our report and this is reviewed at regular YOT Management Board meetings. This action plan will form the backbone of our Youth Justice Action Planning for 2016/17 along with some other key components relating to Business Support and other developments within the City. The YOT Inspection Improvement Plan should therefore be seen in conjunction with this Youth Justice Plan.

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 despite the Public Sector austerity agenda that has affected the whole partnership. In May 2016 the local YOT Management Board was able to sign off our previous costed Youth Justice Plan and noted the following achievements against our targets for 2015/16

- Wolverhampton has continued to safely and successfully manage young people in the community and there has been a reduction in the custody rate. There has also been a reduction in the number of bed nights utilised by young people on remand awaiting sentence.

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- Wolverhampton achieved a highly successful National Standards audit, verified by the Youth Justice Board, in relation to our prevention work and Restorative Justice.
- Our Quality Assurance and auditing work is well embedded and involves practitioners in the process.
- We have successfully migrated to our new software database and ensured all staff have received appropriate training.
- A Community Resolution Workshop has taken place in June 2016 which will address the offending and vulnerability needs of young people on the cusp of the Youth Justice system.
- We have improved the engagement levels of young people in Education Training and Employment, by 5% and this is an on-going action.
- We have recruited eight more volunteer Referral Order Panel members ensuring our community is still active and involved in the local administration of justice.
- Our service users have access to an electronic feedback system and are increasing encouraged to participate in the improvement of our services.
- We have established compliance process and procedures where young people whose behaviour and response to their Court Order is a challenge. This will enable young people to have the opportunity to review their situation in order to ascertain how to improve both the YOT service and their response.
- The YOT Management Board now benefits from the participation from our local Child and Adolescent Mental Health Services (CAMHS) provider and commissioner. We also have a new operational post-holder appointed to deliver services directly to YOT young people.
- The YOT has participated in the CAMHS Transformation work which aims to provide seamless mental health services for children and young people.
- Wolverhampton is part of the National Liaison and Diversion Project which offers mental health triage services to those on the cusp of the Youth Justice system.
- The YOT is part of the SEND Board and is working to ensure that legislative changes are incorporated into our practice including with the Secure Estate.
- The YOT is part of the CWC Workforce Development Strategy and a service specific training plan is in place.
- The YOT actively participates in the work of the local Safeguarding Children's Board including the response to Child sexual exploitation, children missing and trafficked
- The YOT is a member of the local Channel Panel and staff are delivering on-going multiagency training in respect of the PREVENT agenda
- The appointment of a Virtual School Headteacher for YOT to support improvements in educational outcomes.

Structure and governance

Under statute, a local YOT is accountable to a YOT Management Board (YMB) which oversees and scrutinises the work of YOT's. Membership has gone from strength to strength and has welcomed new members from mental health commissioning and local schools. The 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. The YMB will also receive updates on Secure Estate placement information, National Standards compliance and any Regional or National trends in Youth Justice that should shape and inform local decision making. The current Chair of the Board is our local Police Superintendent which also reinforces the partnership approach to our work and this has helped drive our improvement 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 Wolverhampton Safeguarding Children's Board (WSCB) also provides a 'critical friend' oversight to any of our YJB commissioned 'Community Safety and Public Protection Incident 'Learning Reviews that are triggered by incidents of concern.

For Business purposes the YOT is located within the Strategic People Directorate, in the Children & Young People Service Area of City of Wolverhampton 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. Wolverhampton Children's Services is currently undergoing a major transformation to ensure that Early Help needs, targeted services are balanced with those subject to Child In Need, Child Protection and Looked After Children procedures. The YOT partnership has developed a new step up and down procedure with our colleague services, including Connexions and our local Substance Misuse Service, Recovery Near You, to ensure that services are seamless.

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 forms within our local partnership which assists to drive the work of the YOT:

- Local Police and Crime Plan
- Gangs and Youth Violence Strategy
- 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
- SEND Board
- Youth Crime Prevention Group
- CAMHS Transformation Board
- Channel and PREVENT

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. There are strong initiatives in relation to our 'Deter' cohort where young people who are of the highest concern in the community receive additional Offender Management.

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 divert young people from entering the Youth Justice system, 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. The YOT will be dependent upon timely referrals from the Police, but the aim is to engage with young people to identify offence related factors and work with them to address these issues and signpost them to other services.

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 has provided a skills workshop related to carpentry. The number of statutory orders received is small, but still represents an increase on the last two years under the previous National Offender Management Service regime. It is our

hope to widen the target group to embrace young people not subject to formal court orders during 2016/17.

Wolverhampton is moving into Phase 2 of our 'Troubled Families' / Families in Focus work. Troubled Families is core business for all of Children's Services and the YOT parenting interventions and work to address offending places us at the heart of this delivery. The YOT partnership has a strong and longstanding pedigree relating to the whole family approach.

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 Association of School and College Leaders (ASCL) reforms ensuring the two way transmission of relevant education based information between Community and secure providers. We are looking to ensure that Release on Temporary Licence/Mobility arrangements are actively used to assist the release and resettlement 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 Single Assessment Moderating (SAM) panel and monitoring of Education, Health and Care Plan (EHCP) implementation will be an area of focus in future YOT Management Board. We have been pleased to have the resumption of educational psychology delivery in the YOT, and also the possibility of a student undertaking some of our interventions evaluation. Education, Training and Employment are key components of our Inspection Action plan and the YOT is actively involved in the commissioned review of 14 – 19 services. There is also the innovative development of the widening of the Virtual School Head role to include the YOT, with the aim of improving outcomes by strengthening partnerships with schools.

Resources and value for money

This table outlines the planned resource contributions to the YOT, all of which are utilised in the delivery of Youth Justice services.

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Local authority*	1,128,867	22,097	324,190	1,475,154
Police Service	27,360	48,500		75,860
National Probation Service		58,000		58,000
Health Service		22,097		22,097
Police and crime commissioner**	80,000			80,000
Welsh Government				
YJB Youth Justice Grant (YRO Unpaid Work Order is included in this grant)	457,779		27,367	485,146
Other*** Connexions		25,105		25,105
Total	1,694,006	175,799	351,557	2,221,362

Key Risks for future delivery

In addition to our inspection action plan there are some identified key risks for the local YOT partnership:

- Education, Training and Employment continues to be an area of comparative underperformance despite local improvements.
- Both our binary and frequency levels of reoffending, measured two years ago, have experienced an increase. The YOT is actively working to implement the use of the reoffending tracker, but also exploring the intelligence available from the local CORVUS system. Our Management Board Chair is convening a 'task and finish' group to progress this work
- The number of First Time Entrants has increased against the national trend, and a key drive to address this is our Out of Court disposals workshop where the intention is to assess and divert young people before they become entrants into the system.
- Disproportionality in Wolverhampton within the youth offender population is less stark than it used to be, but the YOT continues to strive to ensure that services are relevant and that appropriate business intelligence is available to help us understand the needs of our population
- The provision of PACE beds is a challenge for many YOT partnerships; the development of a short breaks resource within Wolverhampton provides clear opportunities for us to improve this service
- Our School Nursing Service which provides a Health Adviser is subject to a commissioning process, and the YOT partnership is working with Public Health and the current provider to ensure that services are sustained

Key ambitions for 2016/17

- Efficiently develop our services within the climate of austerity
- Ensure robust transition arrangements with local Probation partners
- Delivery on the Inspection Improvement Plan
- Improvement educational/training/employment engagement of YOT young people
- Successful delivery of our Out of Court Disposals Workshops and closer work with Early Help and Specialist Services with a view to reducing First Time Entrants into the Youth Justice system
- Work to understand and address the key factors that impact on reoffending by young people in Wolverhampton
- Actively participate in the Children's Transformation agenda to ensure that young offenders receive proportionate services when on the cusp of the system and on step down from YOT statutory services.
- Refresh our Section 11 Safeguarding audit and action planning

- Continuous development of integrated multiagency working, seeking further opportunities for integration and funding
- Build on the operational audit culture and delivery, including an evaluation of interventions and a greater understanding of the victim experience.
- Implement our new key business process related to assessment in line with Youth Justice Board requirements.

YOT Structure, staffing and employee charts

Please see staffing structure charts in PDF appendix to the back of this Plan

Staffing of the YOT by gender & ethnicity

Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White British		1	1	1	7	20		3			1	12	9	37
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											1		0	1
Indian				1	1	2		2			2		1	7
Pakistani													0	0
Bangladeshi													0	0
Other Asian													0	0
Caribbean					1	1		2	1		1		3	3
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	2	10	25	0	7	1	0	2	15	15	50

Staffing of the YOT by contract Type

Type of Contract	Strategic Manager (PT)	Strategic Manager (FT)	Operational Manager (PT)	Operational Manager (FT)	Practitioner (PT)	Practitioner (FT)	Administration (PT)	Administration (FT)	Sessional	Students/trainees	Total
Permanent		1		4	1	19		6	1		32
Fixed-term											0
Outsourced						2		1			3
Temporary											0
Vacant						4					4
Seconded Children's Services											0
Seconded Probation						2					2
Seconded Police						1					1
Seconded Health (Substance misuse)					2						2
Seconded Health (Mental Health)					1						1
Seconded Health (Physical Health)						1					1
Seconded Health (Speech/Language)											0
Other/Unspecified Seconded Health					1						1
Seconded Education					5						5
Seconded Connexions											0
Seconded Other											0
Total	0	1	0	4	10	29	0	7	1	0	52
Disabled (self-classified)											0

No. of Staff Trained in Restorative Justice

No. of Trained YOT Operational Managers	No. of Trained YOT Restorative Staff	No. of Trained YOT Volunteer Staff	Total No. of Trained Staff
6	6	17	29