

Corporate & Partnership Overview & Scrutiny Committee

3rd September 2018

Youth Justice New Model of Practice, Performance and Strategic Plan Update

1. Introduction

- 1.1 This report provides an update to Scrutiny on the implementation of the new practice model in the Youth Justice Service (YJS), the current performance of the service against national indicators and the priorities in the Youth Justice Strategic Plan for 2018 -2020.

2 Implementation of the New Practice Model

- 2.1 As part of the 2020 North Yorkshire programme the authority commenced a major change programme to review and transform Youth Justice Services to ensure they remain fit for purpose, are sustainable and, where achievable, will deliver improvements in efficiency and practice. The revised YJS structure and delivery model became operational from 1st September 2017. The reconfigured YJS is now managed under the Prevention Service and adopts a tiered approach which ensures greater capacity to focus on early intervention, whilst at the same time enhancing the offer to the more complex and higher risk young people (through integration with No Wrong Door for wrap around support). As part of the service reconfiguration, clear pathways were also established between YJS and wider Children and Families services.
- 2.2 In addition to improved service integration, flexibility and operational delivery for service users (young people who offend and their parent/carers, victims and communities), the YJS restructuring delivered substantial financial savings of £324,442, which were necessary, as a result of a reduction in funding through the Youth Justice Board annual grant, to balance the budget.
- 2.3 The restructure achieved its cashable benefits target of £324,442, which created a balanced budget.

- 2.4 In order to capture the views of staff at the six-month stage following service reconfiguration, a survey was developed and made available to all YJS staff. In total, 41 responses were received to the survey. Overall, the majority of respondents felt that they are clear about what is expected of them in the new integrated structure (65.9%), that they are clear about the priorities and outcomes which we aim to achieve through service integration (58.5%) and that the service is maintaining its focus on risk management and public protection (68.3%). In addition, positive feedback was given by staff in relation to the support provided by managers throughout service reconfiguration - the majority of survey respondents agreed that they have been well supported by my local managers during the integration journey (61.0%), they have received good quality supervision since the move to the new structure (73.2%) and that senior managers are visible and supportive, providing good leadership (65.9%).
- 2.5 In contrast, a significantly lower proportion of respondents (24.4%) felt new integrated structure is resilient and flexible enough to meet service demands and also the service is making good progress towards integration and collaboration with Prevention. Overall, the overwhelming majority of respondents (95.1%) believed that more time spent on direct work with young people and families would improve outcomes.
- 2.6 Whilst some recommendations were made, it was still early in the implementation journey to look at the overall impact of the new model. However, early indications are that the model is providing a tiered approach which is impacting positively on the provision of early help to prevent involvement in the criminal justice system.

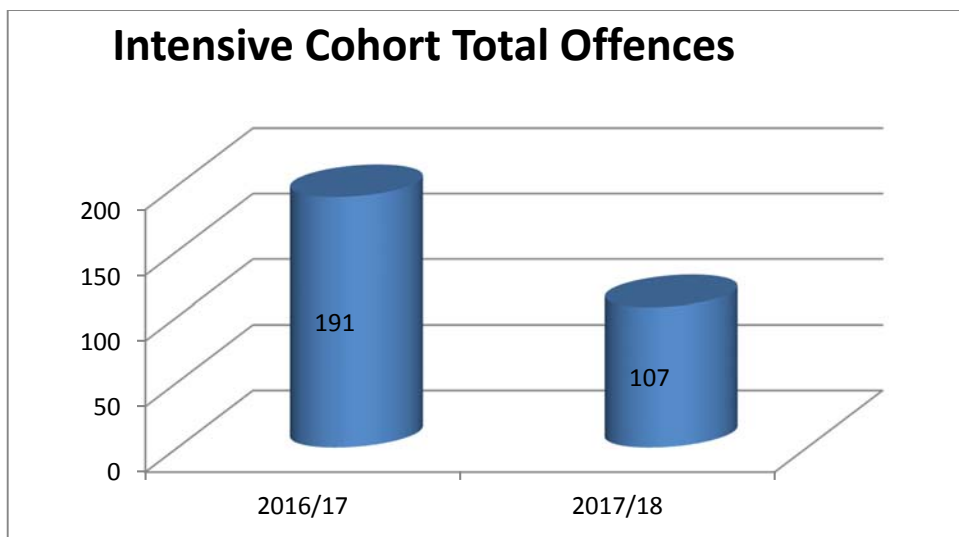
3. Performance

- 3.1 Performance was a key area for improvement as a result of the new model of practice. At this point in time, it is clear that the model is having a significant impact on First Time Entrants and on re-offending rates (this is based on our local data as the most recent national data is two years old and so relates to the previous model of practice).

4. Re-offending Rates

- 4.1 Due to the 12 month period required to track offending cohorts and the subsequent 6 month period to enable offences to come to light and be processed through the criminal justice system, the latest official reoffending data relates to the April to June 2016 cohort. As such the official re-offending data has been excluded from this report as it clearly pre-dates the implementation of the new YJS structure on 1st September 2017.

- 4.2 However, YJS does manually monitor the frequency and seriousness of re-offending by those young people assessed as having a high likelihood of re-offending.
- 4.3 The charts below relate to the cohort of 21 young people who were open to YJS as at 01.04.17 and who were assessed as having a high likelihood of re-offending. The target was to reduce both the frequency and seriousness of their offending in 2017/18 by 10% using the 2016/17 data as the baseline.
- 4.4 In the 12 months ending 31.03.18 the cohort committed a total of 107 proven re-offences, compared with 191 proven re-offences in the full baseline year – a reduction of 44%.

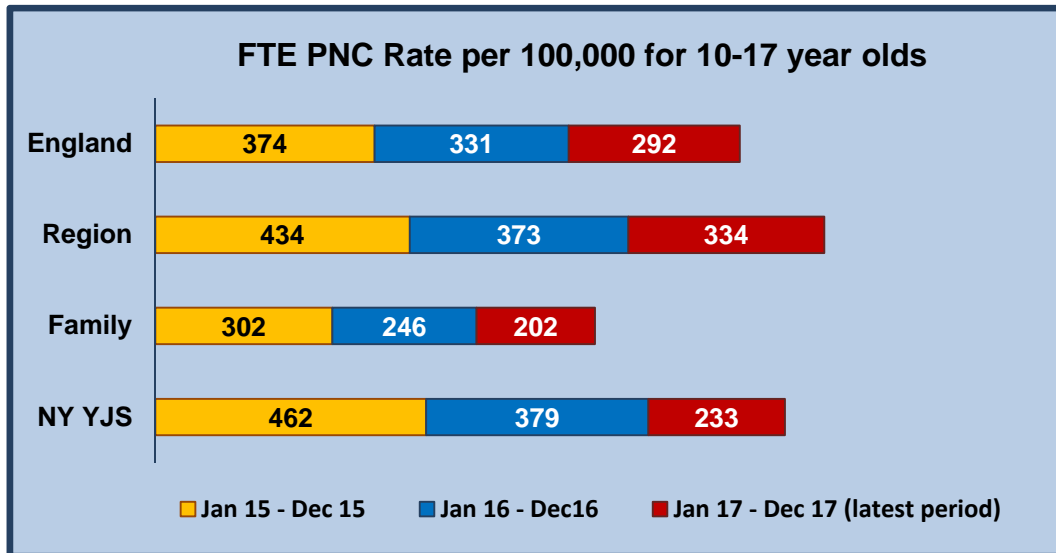


- 4.5 There was, however, an increase in the average highest gravity score from 3.52 in 2016/17 to 3.71 in 2017/18. This was primarily due to one young person being found guilty of the unusual offence of Causing Dangers to Road Users by persistently running onto main roads causing drivers to swerve to avoid hitting her. This offence carries a high gravity score of 7.

5. First Time Entrants into the Criminal Justice System

- 5.1 The official data relating to First Time Entrants (FTE's) is more current and relates to the 12 months ending 31st December 2017.
- 5.2 The chart below illustrates the significant progress that has been made in reducing the rate of FTE's in North Yorkshire, particularly in 2017. Whilst nationally the rate of FTE's has been decreasing for some years, the rate in North Yorkshire in 2015 increased. Although a decrease was seen in 2016, the rate in North Yorkshire remained above that seen nationally, regionally and within its Family Group.

5.3 Significant progress was seen in 2017, with the rate in North Yorkshire decreasing at a faster rate than the comparators mentioned and by the end of the year, the rate in North Yorkshire was lower than that seen nationally and regionally, with the gap narrowed on the Family Group. This period includes a significant crossover with the introduction of the Youth Outcomes Panel, which commenced on 10th May 2017.



5.4 Internal data taken from the YJS Case Management System indicates that the rate of FTE's has continued to decrease in North Yorkshire during the first half of 2018.

6. Youth Outcomes Panel

6.1 The Youth Outcomes Panel was introduced as a result of the new model of practice, it has been operating since 10th May 2017, involving North Yorkshire Police, YJS and York Youth Offending Team.

6.2 The purpose of the Panel is to consider the most appropriate disposal for young people who have committed a criminal offence. It is the decision making forum to ensure Police Disposals are:

- proportionate to the crime committed
- effective in reducing first time entrants to the Criminal Justice System
- reducing the risk of further offending.

6.3 Key to the successful operation of the Panel is the up to date relevant background information regarding the young person that is provided to Panel Members. This information includes details of Services that the young person has/is open to and enables Panel Members to make informed decisions.

6.4 Of the North Yorkshire cases referred to the Panel during the initial 12 month period:

- The 26 Panels received 213 referrals relating to 181 young people.
- Looked After Children are represented in 29 (16%) cases. 14 (48%) of the Looked After Children were placed in North Yorkshire by other Local Authorities.
- Significantly, 50% (107) of the referrals to the Panel have been dealt with outside of the criminal justice system through CRD or DAR, with an appropriate intervention or referral. In addition the decision in 4% (8) of the cases was to take No Further Action.

6.8 In terms of re-offending:

27 Young people have been re-referred to subsequent panels following further offending:

- Of the 159 young people referred to the Panel as at 31.03.18, 31 (19.5%) re-offended within a 3 month period
- The majority of the original offences and re-offences related to Theft and Assault.
- Other than 1 NFA, 1 CRD and 2 DAR, the Outcome in every case where a subsequent referral to the Panel has been made has resulted in a pre-court criminal justice sanction or a Charge to Court.

6.9 The Panel has had considerable interest from other Youth Offending Teams, who have viewed the process and adopted the methodology. The Youth Justice Board have also asked to use it as an example of good practice.

7. Youth Justice Strategic Plan Priorities

7.1 The draft Strategic Plan is going to the Youth Justice multi-agency management board in September 2018 for final sign off. We have taken a very different approach to the development of our draft strategic plan, basing it very clearly on feedback and consultation from stakeholders (young people, families, victims, staff and the YJS Management Board) and their views on what our priorities should be. The tables below set out the identified priorities: -

Operational Priorities 2018 -20

What Do We Want	What We Will Do	How We Will Know
Every child will have a positive and influential relationship with their YJS worker.	Invest time making in relationships Recognise trust and influence as tools Discuss and reflect in supervision Listen to children and young people and parents	Feedback from children and families Improved self-esteem and optimism Better compliance with supervision Improved attainment and behaviour in school Reduced offending and ASB
Parents and carers will feel positively supported by their YJS worker.	Engage parents with empathy More contact, talking and listening. Encouragement and constructive challenge Explore whole-family working approach	Feedback from children and families Improved self-esteem and optimism Reduced need for agency support Reduced offending and improve outcomes
Young victims will receive enhanced support, recognising their particular vulnerability to re-victimisation and reprisal.	Provide personal caseworker where needed Access to specialist therapy and support Offer RJ and mediation in peer context Support for parents and carers	Feedback from young victims and their families Improved self-esteem and optimism Reduction of re-victimisation Increased confidence in the justice system
YJS staff will spend more of their time on direct work with service users.	Value and prioritise direct work Streamline desk-based activity Visit families and schools regularly Respond quickly to adverse events	Feedback from children and families Improved engagement and attainment Improved self-esteem and optimism Reduced offending and ASB
Closer collaboration with Emotional and Mental Health services	Improve pathways to EMH support Identify and resolve service gaps Challenge exclusionary barriers Embed Psychologically Informed Practice	Feedback from children and families Improved engagement and attainment Improved self-esteem and optimism Reduced offending and ASB
The Management Board will be more closely involved in addressing gaps and challenges.	Board will receive Problem Profile Reports Board will work with us to identify solutions	Minutes and Action Logs of Board Evidence of strategic impact Reduced offending and ASB

Strategic Development Priorities 2018-20

*Note – These aspirational goals will require extensive partnership development over a period of years

What Do We Want	What We Will Do	How We Will Know
Children and young people will have affordable access to leisure and sport in their community.	Develop provision with Prevention Service Support project development Challenge exclusionary barriers Encourage children and young people to participate	Monitor and measure provision Monitor and measure participation Improved self-esteem and optimism Reduced FTEs, re-offending and ASB
Every school-age young person will be enjoying a suitable full-time education.	Support development of appropriate provision Support parents to secure needed services Provide information, advice and advocacy Challenge exclusionary barriers	Improved engagement and attainment Feedback from children and families Feedback from schools and providers Reduced offending and ASB
A comprehensive and consistent service will be available to all victims of crime.	Engage with OPCC scoping project Develop common values and practice Support virtualised service integration Improved transitions for victims	More victims will report high satisfaction, with increased confidence in the justice system Victims will experience less long-term harm Reduction of re-victimisation

8. Recommendations

8.1 Corporate & Partnership Overview and Scrutiny Committee members are asked to discuss the content of the report. In particular to note the following: -

- Early indications that the new model of practice is having a positive impact on:
 - Providing a tiered approach which allows for greater capacity to address prevention and first time entrants
 - An improved and coordinated service for young people, family/carers, victims and communities
 - Improved performance around First Time Entrants & Reducing Re-offending
- The draft priorities for the Strategic Plan 2018 -20, which will be agreed at the YJS Management Board in September 2018.

8.2 Corporate & Partnership Overview and Scrutiny Committee may wish to ask for a further update in 12 months' time.

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