

# REPORT

**Subject:** Youth Offending Service Update

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## 1. Purpose of Presenting the Report and Decisions Required

- 1.1 This report is brought to the Committee to inform members of the progress of the re-organisation of the service..
- 1.2 Performance information is also included for noting.

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## 2. Summary

- 2.1 This report outlines the progress made on the re-organisation of Havering Youth Offending Service (YOS), and shows progress against recommendations from previous inspection.

### 2.2 Performance

In September 2013 performance report, the Youth Justice Board identified Havering YOS as 'not a priority' for requiring any extra support from their organisation. This is a positive report and shows that the Youth Justice Board have gained confidence in local systems. They have met regularly with the YOS Management Team to discuss how we have moved forward on the HMIP recommendations and our systemic approach in general and are reassured that the service is moving in the right direction.

This is supported by the majority of the performance indicators and a strong staff team now in place to deliver the service priorities.

### **2.3 First Time Entrants**

Performance over the last 12 months (Apr 12 – Mar 13) indicates 121 fewer young people entering the Youth Justice System. The rate of decrease for Havering FTE is higher than London (25.7%) and the London's region comparator of (24.6%).

### **2.4 Reoffending**

The comparative annual data indicates an increase in the frequency of reoffending and therefore Havering is not currently seeing improvements in this area. This data tracks a cohort of young offenders from 2011-12, and is seen as a product of better partnership working with police but also a trend of a number of offenders being transferred in to the borough. Transfer in and transfer out policies are now in place, resulting in far more knowledge of cases being moved in and the ability to challenge such cases where appropriate.

### **2.5 Use of Custody**

2.6 The data indicates in terms of rates that Havering has shown a reduction in the use of custody. The performance over the last 12 months and the previous 12 months indicates a decrease of 14 to 10 young people, between the periods of Jul 12 – Jun 13. Havering is lower than that achieved by wider London YOTs at (0.91) and the national rate of 0.49 compared to Havering's 0.43.

## **3. Staffing**

### **3.1 Restructure of Havering Staff**

A restructure of Havering YOS staff commenced in October of 2013 and is now almost complete. There have been complications due to ongoing HR issues.

This restructure brings together a permanent team consisting of end to end case managers who are multi-skilled and deliver continuous support and enforcement to young offenders. It also delivers a management structure seen by Her Majesty's Inspectorate of Probation as highly useful for supervision and 'grip' of cases. We are very impressed with the knowledge and skill level of this team and confident in their abilities to deliver a strong and robust Youth Offending Service for Havering.

### **3.2 Workforce Development**

60 Workforce Development surveys have been filled in by staff from across both boroughs, including sessional and volunteer workers. This is currently being analysed and an ongoing training schedule will be developed by end of Q3 2013-2014. Other training for the Havering service has included Pre-Sentence Report writing, court skills, safeguarding and bespoke training tailored to individual development need.

### **3.3 Partnership Working**

Havering YOS has increased partnership working over the last year and this has been seen throughout both social care and crime / community safety. The YOS has presented at the Local Safeguarding Children's Board away day and will be an

agenda item regarding the high level percentage of Looked After Children cases on the caseload.

Work with court has improved and there is now a new rota agreed whereby Havering and Barking & Dagenham will be sharing a court day, bringing further efficiencies, integration and consistency.

#### **4. Premises**

- 4.1 In Havering the YOS have been using the Youth Zone and Mercury House as hot desking premises and to see young people. In a two week period in September, 160 appointments were made in the Youth Zone. Havering are currently reviewing the health and safety of this building and ensuring that it is sufficient for this purpose.
- 4.2 The loss of Portman House has been both positive and negative. Positive in that it was not fit for purpose and has driven the service to work from satellites, but negative in that a base for the team to consolidate has been very difficult.
- 4.3 Satellite premises have been and will continue to be used where possible and this has been beneficial in many cases. However, a central base for the team to work from, with bespoke health and safety plans, would benefit the service in the long term.

#### **5. Finance & Funding**

- 5.1 The Youth Justice Board requested a fully costed Youth Justice Plan for both Boroughs, which was provided at the end of June 2013. It is expected that the Youth Justice Grant will reduce again next financial year, although the exact amount is not yet known.

#### **6. Operational Policies and Procedures**

##### **6.1 Case management**

Changes to the delivery of Intensive Supervision and Surveillance in both boroughs, identified by a review conducted into the court order, have been implemented. This includes the development of robust referral systems and allocation of ISS cases to the entire staff team, supporting end-to-end case management.

In the light of new guidance from the Youth Justice Board, a review into the delivery of Referral Orders is in progress. Volunteers have been filling out questionnaires and analysis has begun on their responses. The review is paying particular attention to the Referral Order panels and the recruitment and training of volunteers.

##### **6.2 Quality Assurance**

In light of the new ways of managing the service, a new system of Quality Assurance is being put in place, supported by the Youth Justice Board. We are using the findings from the Alex Chard Organisational Learning research re LBBD YOS to inform a new system of QA that encompasses both practice and process. This will assist both boroughs in the move to Asset Plus in the coming year, which

is an upgraded assessment system designed by the YJB. The new system includes the introduction of:

- Risk-management Panels - Fortnightly meeting with Operational manager, Principal Practitioner and relevant case managers to scrutinise risk management for Risk of Self-Harm (ROSH), Risk Management Plans (RMPs), Vulnerability Management Plans (VMPs) & Multi-Agency Public Protection Arrangements (MAPPA) threshold;
- Victim Impact and Multi-Agency Panels (VIMAPs) - Multi-agency meeting to discuss cases and facilitate referrals, which are held 4-5 weeks after start of order and include discussions on victim safety; and
- Non-Compliance Panels - Panel held if a young person fails to comply twice to assess issues and prevent breach. Panels are run by principal practitioner and attended by case manager, young person and family member.

## **7. Reparation**

- 7.1 The Reparation Team have received excellent formal feedback from projects in Havering.

## **8. Interventions Across Both Boroughs**

- 8.1 Case Management staff in Barking and Dagenham have devised a 22 week rolling programme constructed from evidence based theory and practice specifically for female young offenders, which includes evaluation methodologies. A 400 page manual has been created and, once initial evaluations take place, this will be shared with Havering and the Youth Justice Board Effective Practice team.

Case Management staff in Havering have been delivering innovative interventions around knife crime and breach panels, and this practice is set to be adopted by the Barking and Dagenham YOS.