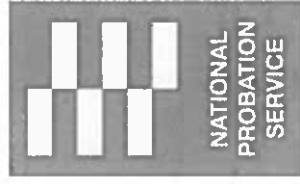


TORBAY

ANNUAL YOUTH JUSTICE PLAN

2018/2019



DEVON & CORNWALL
CONSTABULARY



PCC
Office of the Police and
Crime Commissioner
Devon and Cornwall



South Devon and Torbay
Clinical Commissioning Group

Contents

Introduction.....	3
1.1 Summary of Achievements 2017/2018.....	4
1.2 Key Developments in 2017/2018.....	7
Structure and Governance.....	9
Resources and Value for Money.....	11
3.1 Budget.....	
Partnership Arrangements.....	12
4.1 Commissioning and Youth Justice Outcomes	
Risks to future delivery against the youth justice outcome measures.....	15
5.1 First Time Entrants.....	
5.2 Re-offending.....	
5.3 Use of custody.....	
Youth Justice Outcomes Plan.....	24
Service Plan.....	
Risk Register.....	25

A. Introduction

The Torbay Youth Offending Team (YOT) sits within a wider adolescent service known as Integrated Youth Support Services (IYSS). This team incorporates youth justice services, care leavers services, youth homelessness, and healthy relationships.

The Youth Justice element of this team is referred to as the YOT and remains a multi-agency partnership between Torbay Council, Devon and Cornwall Police, National Probation Service, South Devon and Torbay Clinical commissioning group, and the Devon and Cornwall Police and Crime Commissioner. Under the Crime and Disorder Act 1998, this team is responsible for the delivery or commissioning of statutory youth justice services.

The YOT and the wider IYSS is committed to the provision of high quality youth justice services, in partnership with other services and organisations, with the aim of preventing offending and re-offending by children and young people. In addition to the services provided to young people in or at risk of entering the Youth Justice System, the service recognises the role it has in increasing public confidence in the Youth Justice System and increasing victim satisfaction through their involvement in restorative and reparative processes.

There were 70 young offenders receiving a substantive outcome in Torbay in 2017/18 (a 35% decrease from 108 in 2016/17, and a smaller decrease from 80 in the previous year). This represents 0.73% of the 10-17 year old population in Torbay.

The YOT remains subject to the three national key priorities and performance indicators:

1. Reducing the numbers of young people entering the criminal justice system for the first time
2. Reducing reoffending
3. Reducing the use of custody

1.1 Summary of Achievements 2017/2018

The following table describes the areas for improvement identified in the 2017/2018 plan and the progress made during the year.

Outcome	Risk	Plan	Outcome	Future Work
First Time Entrants	Rate of First Time Entrants per population is higher than the national average. Risk of this pattern continuing. No ongoing performance management	Measure effectiveness of Early Help in respect of preventing offending. Utilise data from Supporting (Troubled) Families to identify and target work with partners	Rate of FTE continues to be an area of concern. However, data analysis has identified that police process is having a large impact on this. Police process have been amended and improved performance is anticipated.	Ongoing monitoring of the impact of change in police processes.
Re-Offending	Service to maintain low re-offending rate. No current data	Benchmark against statistical neighbours Identify positive practice in relation to reducing re-offending. Use of re-offending toolkit Training for Performance Manager	Achieved. Ongoing good performance. Practice is supporting reducing re-offending. Re-offending Toolkit is now presented to YOT board.	Embedding of re-offending toolkit.

		Collaborative work with Devon and Plymouth Youth Offending Teams.	Completed. Completed. Shared data support role established.	
Use of custody	Service to maintain low numbers of young people in custody	Continued use of qualitative information to inform service development via post-custody reviews Continued links with partners to offer viable alternatives to custody Analysis of risk of custody cases to identify best practice	Post custody reviews completed for everyone who enters custody.	Ongoing

Area for Improvement	Action	Success Criteria	Outcome	Future Work
Increase in Child to Parent Violence	Staff trained in accredited interventions in relation to	Reduction in repeat Child to Parent violence for	Child to parent violence continues to form a significant	Review outcomes of Domestic Violence

	Child to Parent Violence Child to Parent Violence to be integrated into Torbay local strategy	known young people. Reduction in Child to Parent violence in First Time Entrants cohort	number of cases	Groups. Parenting work outcomes set against child to parent violence.
Improve governance and viability of YOT through Joint Board. Improve overall practice and make efficiencies in sharing resources.	Develop joint YOT Board with Plymouth and Devon	Functioning YOT Board	Joint YOT Board is established and 4 meetings have taken place. Partner attendance and participation in the Board is improved.	Ongoing work to develop governance and a local board offer.
Ensure that all actions from National Standards Audit result in sustained improvement in relation to work in the Courts.	Maintain practice changes in relation to Court processes and recording	Re-run National Standards Audit	Reduction in management capacity has deferred this.	Pulled forward into the current plan.
Develop Feedback tool to replace ViewPoint survey	Use best practice tools to ensure young people influence service development.	50% of Young People known to YOT providing feedback	Feedback tool designed and young people are responding.	Collation of feedback meeting.
Ensure that there is an effective Quality Assurance process following Asset Plus implementation support ending	Develop QA process and policy	Ongoing good quality assessments, plans and interventions with young people	Quality assurance process in place. Supported by Peer Audits.	
Understand Young People in	Produce Health Needs	Measurable indicators	This has been	Ongoing work in needs

the Youth Justice System's needs in relation to ASD	Assessment for Young Offenders	for improving the health of the YOT cohort	subsumed into wider needs assessment work.	assessment.
Develop Youth Justice response to Violence with Injury and Violence without Injury	Engage with Devon and Cornwall police on developing a strategy	Reduction in "violence" crimes		Bring forward to next plan.

1.2 Key Developments in 2017/2018

During 2017/18 the YOT Manager, Amanda Paterson had a period of maternity leave, and the role was covered by Gail Rogers, one of the previous YOT Managers. This provided a consistent approach where progress could continue to be made. At the end of June 2018 Andy Dempsey left his role as Director of Children's Services in Torbay and stood down as the Board Chair. A joint board has been established with neighbouring authorities, Plymouth and Devon, this was chaired by Andy Dempsey and will now be chaired by Devon's Director of Children's Services.

The joint board has been a significant development for Torbay Youth Offending Team. It was recognized that partner engagement was a concern, and the potential for closer working between the local Youth Offending Teams was seen as an opportunity to both improve practice and provide efficiencies. The board has already demonstrated improved partner engagement and attendance. Joint training, shared approaches to data management and a peer review have all been positive outcomes from the joint board at this stage. As the board has progressed, it has become apparent that the Terms of Reference need reviewing and a forum for addressing specific local issues needs to be established. An operational board for Torbay will sit within the Community Safety Partnership.

In June 2018 Torbay Children's Services went into partnership with Plymouth Children's Services. This partnership arrangement has been negotiated to support Torbay in an ongoing improvement journey following an inadequate rating by OFSTED. The immediate impact of this is that Torbay and Plymouth now have a shared Director of Children's Services. As the partnership matures opportunities to bring the two areas together to consolidate and improve practice will be sought. An increase in reported crime in the area has led to a policing restructure so that a new Basic Command Unit can focus on specific local crime patterns. This is in the context of a move towards the merger of the Devon and Cornwall and Dorset force areas. A number of possible changes in the scale of delivery across the youth crime partnership may provide opportunities over the coming years, and the Youth Justice Plan needs to be plastic to accommodate any changes over the next year.

Following the end of the HMI Probation Viewpoint questionnaire, young people are now approached for feedback using a local feedback tool. The feedback from young people is positive, and this is under continuous review.

Torbay Youth Offending Team has not been subject to an inspection or screening by HMI Probation during 2017/18. HMI Probation have now published the new framework for inspections. Torbay are likely to receive an inspection in the near future. In preparation for this there have been team briefings and a Peer Review is currently being undertaken. The Management Board are also completing a self-assessment and action plan to ensure good practice. The Joint Inspection of Out-of-court disposal work will inform future developments in the out of court and prevention offer from Torbay.

A significant development in 2017/18 has been the successful application for health funding in respect of early intervention and speech and language therapy. There is a new Mental Health post in the YOT focusing on screening and support for early intervention cases. The speech and language therapist started in post in July and will be providing screening and support for all young people through YOT. Close performance monitoring of these two posts is hoped to demonstrate improved outcomes for all young people who receive a service.

B. Structure and Governance

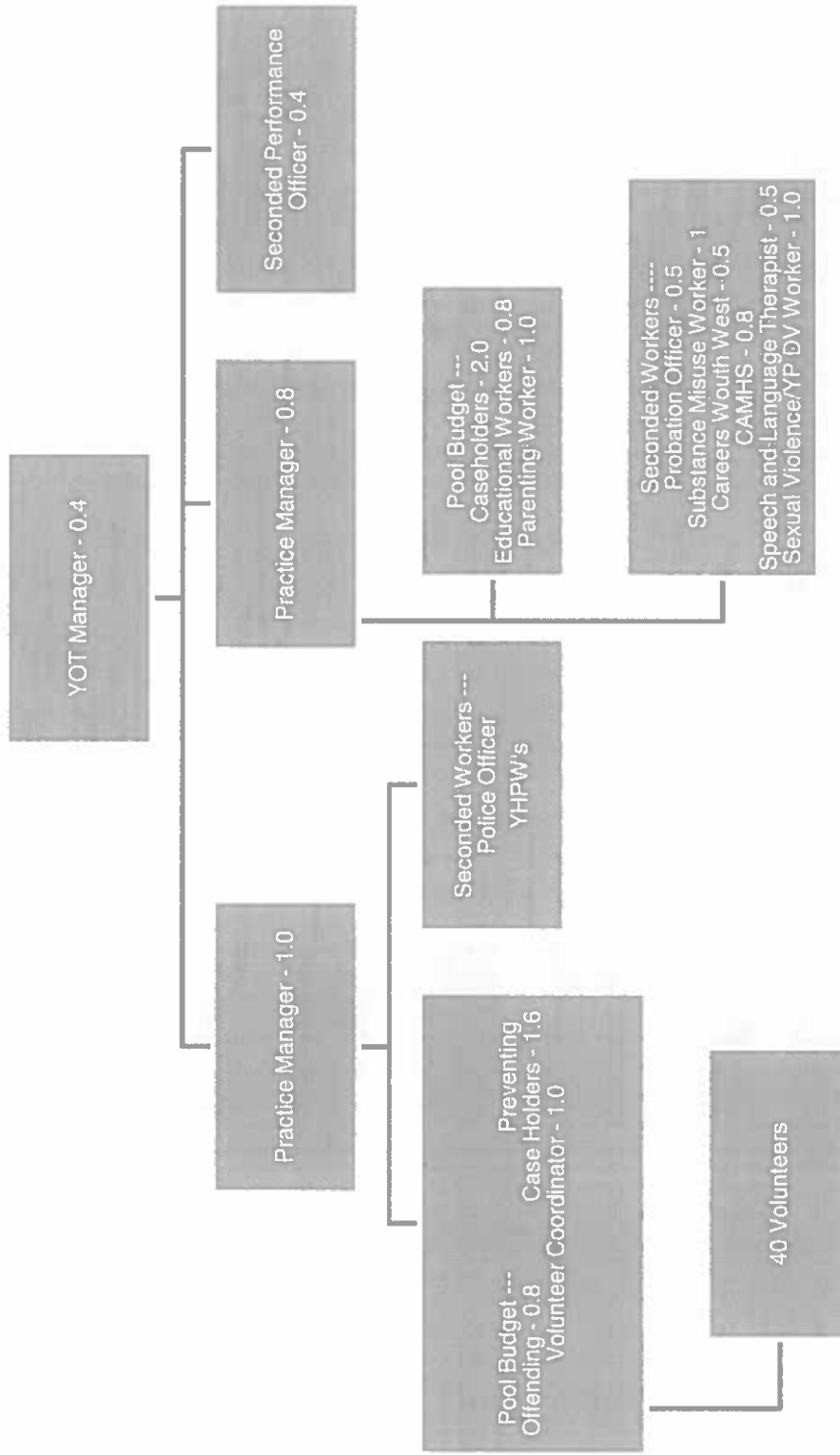


Table 1- Youth Justice Staff

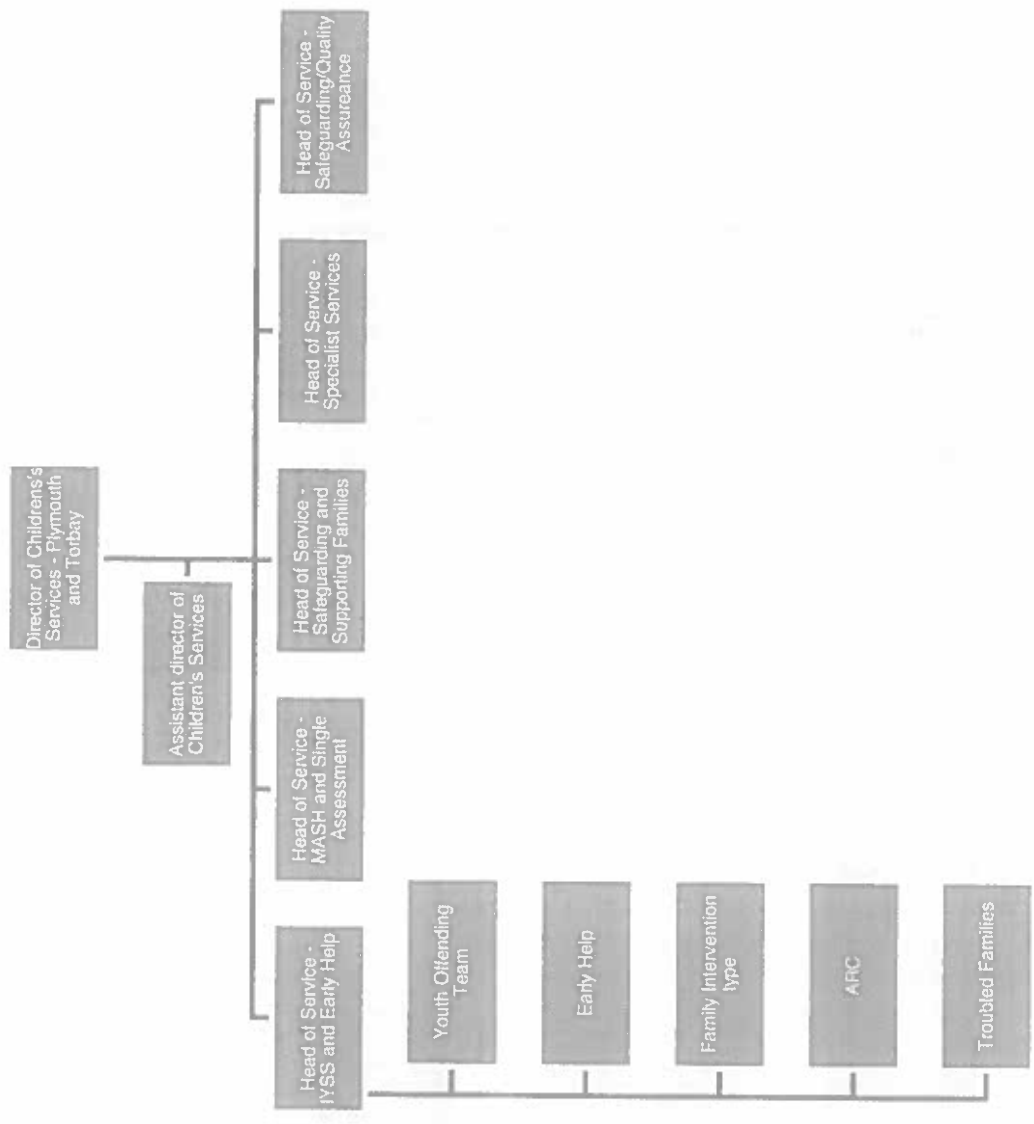


Table 2 Structure within Children's Services

Table 1 Identifies the lines of accountability within the YOT structure.

Table 2 identifies the links between the Youth Offending Team and other areas of provision in the Local Authority.

The YOT Manager is a member of the Children’s Services Senior Management Team, including all Heads of Service across the local authority. Through weekly meetings, this provides the Youth Offending Team with links across Children’s Services. Internal and external links ensure that Youth Justice outcomes are promoted across the partnership. The YOT Manager role sits within the post “Head of Service for YJSS and Early Help”. This now includes the Troubled Families scheme, which draws together a theme of targeted work to prevent adverse outcomes for children and young people in Torbay.

The YOT Manager monitors and ensures that the YOT meets the conditions of any grants through a monthly meeting with the allocated finance officer in the Local Authority. Placement information is countersigned by the practice managers to ensure accuracy. Reviews of safeguarding incidents are also the responsibility of the YOT Manager and are specified within the Torbay Children’s Services Scheme of Delegation.

The Youth Offending Team sits within Children’s Services in Torbay Council. The YOT Manager is line managed by the Assistant Director of Children’s Services. The Early Help offer is linked to the Early Help Panel in Children’s Services, and the Youth Homelessness Prevention work links the Youth Offending Team to housing via a joint commissioning arrangement.

The service is overseen by the Management Board. A Youth Justice Forum, coordinated by Devon and Cornwall Police, leads on scrutiny of specific issues. An ongoing theme for this has been Young People held in police custody overnight. The Youth Justice Forum and Youth and Crime panel within the police have recently been integrated, providing opportunities for the Youth Offending Teams to contribute to the analysis of police held data and the upcoming response to the current Child Centred Policing National Action Plan. Devon and Cornwall Police, The Office of the Police and Crime Commissioner and the local Youth Offending Teams are developing and improving scrutiny of Out of Court Disposals. The Community Safety Partnership will oversee the operational work in Torbay.

The YOT Manager participates in the Torbay Safeguarding Children Board, and the Education Subgroup, and is also the Head of Service for Early Help and Targeted Intervention.

C. Resources and Value for Money

3.1 Budget

The YOT budget is detailed in Table 1 in the appendix, with planned spending in Table 2.

Spending on staffing is anticipated to stay at this level as it represents a minimum level of staffing to ensure YOT viability. The pooled budget and secondment arrangements currently provides for 5.1 case holding staff (including a National Probation Service Secondee) . A breakdown of the YOT spending for 2016/17 has been provided in Table 2. No areas for saving have been identified. Provision of Youth Justice Software is the highest cost area aside from staffing. Following an increase in the software costs in 2017/18 we have negotiated with the provider to ensure that there are no unplanned cost increases over the next three years.

Spending of the Youth Justice grant has been allocated to the salaries of the Head of Service, Practice Manager and 1.5 Youth Offending Team Officers, as well as a contribution to the Youth Justice software fees. Whilst operationally this delineation does not impact the team, this approach meets the need for transparency in Youth Justice Grant spending against YOT outcomes as all of these roles work exclusively with Youth Justice Outcomes measures, where other roles fulfil additional tasks within IYSS (for example, Youth Homelessness) which is agreed via the partnership board.

Reduced budget and staffing numbers mean that a pooled budget can be used more efficiently to achieve a range of outcomes for young people and ensure a resilient specialist Youth Offending Team. The Torbay Youth Offending Team Board has agreed this model given the links between the different services provided in IYSS and the Youth Justice Outcomes.

Budget reporting to the operational board is a key priority. In 2017/18 an underspend in the pooled budget as a result of staff slippage has been absorbed back into the Children's Services budget. Decision making in relation to this needs to be transparent and accountable in future budgets.

D. Partnership Arrangements

4.1 Local Arrangements

The Pan Devon Board brings together representatives from key agencies who work across the Local Authority areas, whilst also having representation from each area where appropriate.

Name	Organisation
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Pan Devon Representation	
Alastair Camp	South & West Devon Bench Youth Panel
Fiona Reed	Careers South West
Siobhan Grady	Head of Joint Commissioning, NHS South Devon and Torbay
Wendy Rowden Lyn Gooding	Office of the Police and Crime Commissioner
Anna Miller	Legal Team Manager for North & East Devon Bench, HM Courts & Tribunals Service
David Moffitt	National Probation Service
Sam McAuley	NHS
Jim Gale	Partnership Superintendent, Devon BCU
Jon Nason	NPS
Torbay	
Anne Osborne	Assistant Director Children's Services Torbay
Amanda Paterson	Torbay Council IYSS and Early Help (YOT Manager)
Tara Harris	Community Safety, TC
Plymouth	
Kevin Bakewell	YOT Manager, PCC
Siobhan Wallace	Head of Service - PCC
Tracy Green	Family Support Service Manager, PCC

Devon	
Thor Beverley	YOT Manager, DCC
Caroline Taverner	YOT Performance Manager, DCC
Darryl Freeman	Head of Service for Children's Social Care, DCC
Mark Kastner	DCC Education

Representatives from the Youth Offending Team attend the following local and regional forums to ensure that there are clear links with other key service providers:

- Children's Services Management Team
- Children's Services Practice Managers Meetings
- 0-19 Commissioning Board
- Torbay Safeguarding Children's Board
 - o Early Help Subgroup
 - o Education Subgroup
- Targeted Help Panel
- South West YOT Managers Meeting
- Multi-Agency Child Sexual Exploitation meeting
- Youth Court Users Group
- Pupil Referral Panel
- Youth Homelessness Prevention Panel
- Young Person's Steering Group

- Devon and Cornwall Youth Justice Forum
 - Youth Overnight Custody Subgroup
- Torbay and Devon Out of Court Disposal Scrutiny Panel
- Sexually Harmful Behaviour Steering Group
- MAPP
- Quarterly Probation Review meetings
- MARAC
- Torbay Social Work Forum
- Online Safety Reference Group
- Missing Mondays
- Community Safety Partnership Tasking (Anti-Social Behaviour)
- Adverse Childhood Experiences Partnership Group
- Quality Review Meetings
 - Youth Homelessness Prevention Service
 - Substance Misuse Service
 - Careers South West
 - CAMHS commissioning

4.2 Commissioning and Youth Justice Outcomes

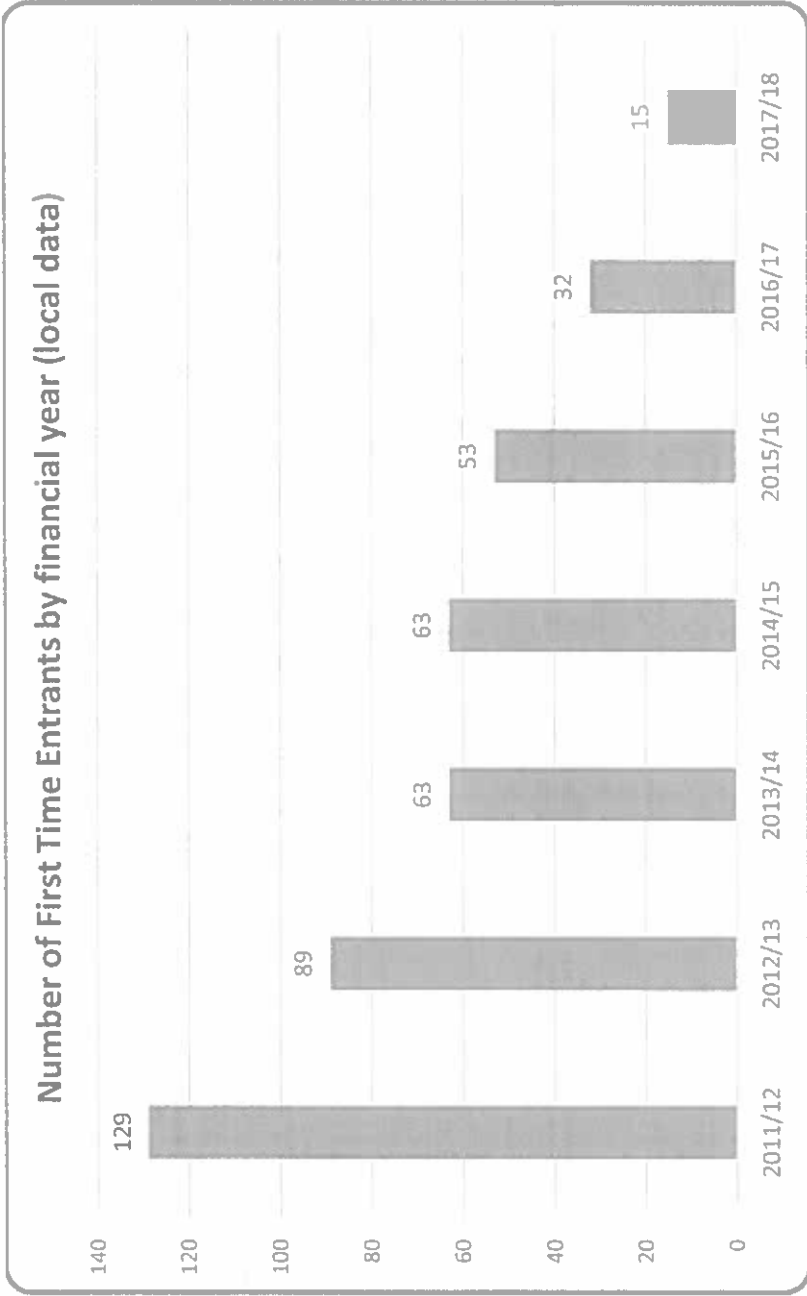
Torbay Youth Offending Team provides a prevention service which can offer interventions for young people who have been identified as being at risk of becoming First Time Entrants. Referrals from both the Anti-Social Behaviour tasking meeting and Targeted Help Panel ensure that where there are risky behaviours identified a prevention offer is delivered.

Across the children's workforce there is recognition that effective prevention starts before risky behaviours become apparent. The Supporting (Troubled) Families scheme legacy will be of an outcomes based commissioning framework for Early Help. From 2019 a group of Early Help services will be joint commissioned with the provider reporting on an outcomes basis. The Supporting (Troubled) Families framework has already integrated Youth Justice Outcomes and as a result this is embedded in commissioning in Torbay. The capacity to draw more services into the offer has been designed into the plan, and will provide increasing opportunities to attend to Youth Justice Outcomes.

By integrating the Operational YOT Board within the Community Safety Partnership the opportunity arises for the Strategic Needs Assessment to be at the centre of both YOT and Early Help delivery in relation to youth crime prevention.

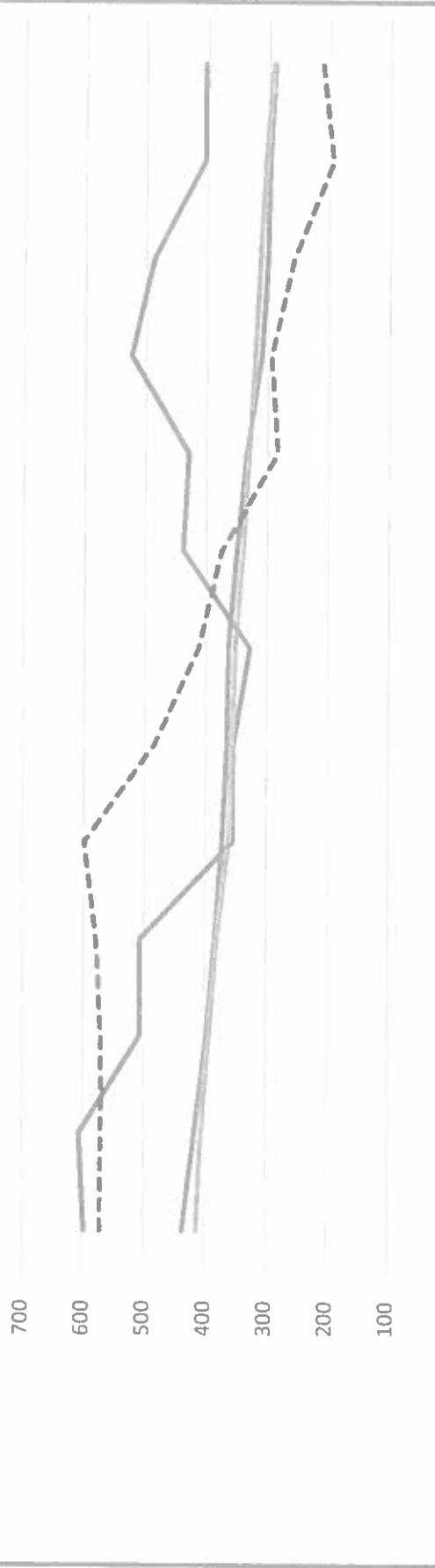
E. Risks to future delivery against the youth justice outcome measures

5.1 First Time Entrants



Source: Local case management system

First Time Entrants Rate (per 100,000 10-17 year olds) rolling 12 month period



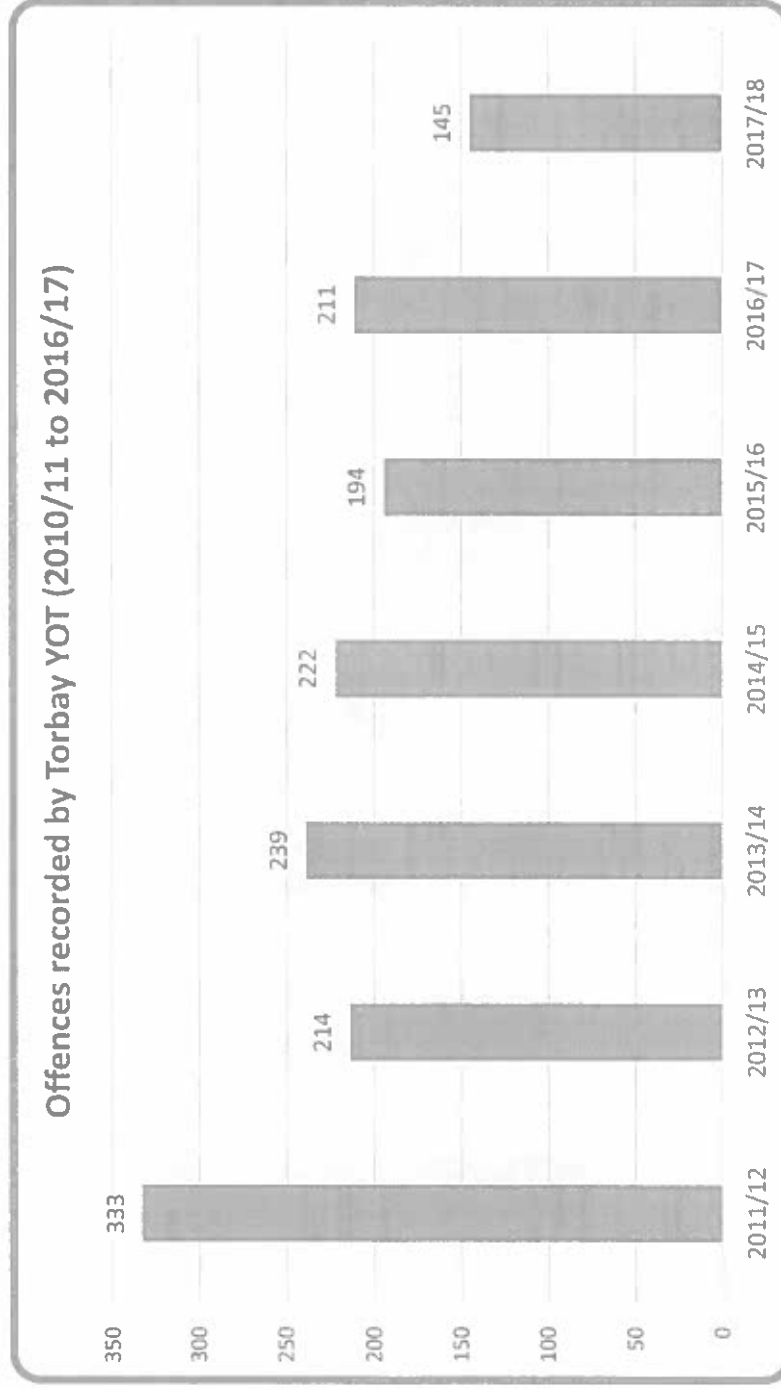
	Jan 14 - Dec 14	Apr 14 - Mar 15	Jul 14 - Jun 15	Oct 14 - Sep 15	Jan 15 - Dec 15	Apr 15 - Mar 16	Jul 15 - Jun 16	Oct 15 - Sep 16	Jan 16 - Dec 16	Apr 16 - Mar 17	Jul 16 - Jun 17	Oct 16 - Sep 17	Jan 17 - Dec 17
Torbay	598	607	507	507	356	356	328	438	429	524	487	404	404
South West	436	417	397	384	373	365	363	350	335	310	301	298	290
National	413	406	393	381	362	357	353	340	331	321	313	304	292
Torbay (local data)	571	570	570	579	598	484	411	374	283	294	257	193	211

Source: The YOT Data Summary (YDS) for England April – March 2017

Local data shows that the number of First Time Entrants (FTE's) into the Youth Offending Team continues to decline with only 15 young people receiving their first substantive outcome in the year 2017/18. The nationally published data presents a different picture though. The Ministry of Justice (MoJ) take information from the Police National Computer (PNC) to calculate rates of FTE's per 100,000 10-17 year olds across different local authorities. The use of a standard rate allows comparisons to be made across areas of different sizes. The most recently published data, for the period January 17 – December 17, gives Torbay a rate of 404 FTE's per 100,000 10-17 year olds. This rate puts Torbay above both the South West and National averages and 106th out of 137 local authorities in England. If the rate is calculated using data direct from the local case management system a much lower figure is derived that would place Torbay below both those averages. Torbay YOT have worked in partnership with Devon and Cornwall Police to submit a request to the MoJ to have access to this data set so the discrepancy can be identified and accounted for as necessary. Unfortunately the MoJ has had to put on hold all new PNC data sharing requests received from YOTs due to a high volume.

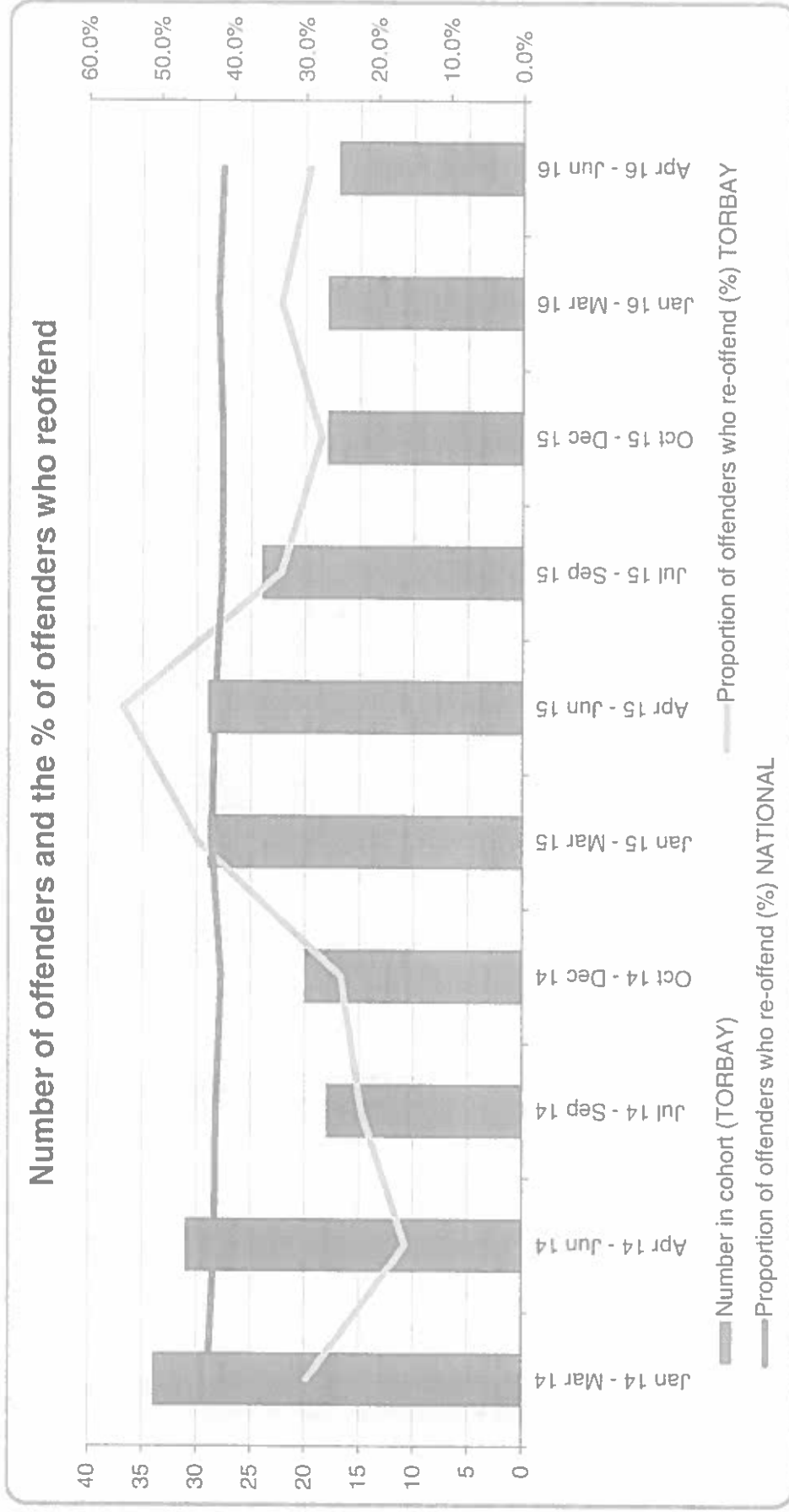
5.2 Offending and Re-offending

Offending



Source: The YOT Data Summary (YDS) for England April – March 2018

Reoffending

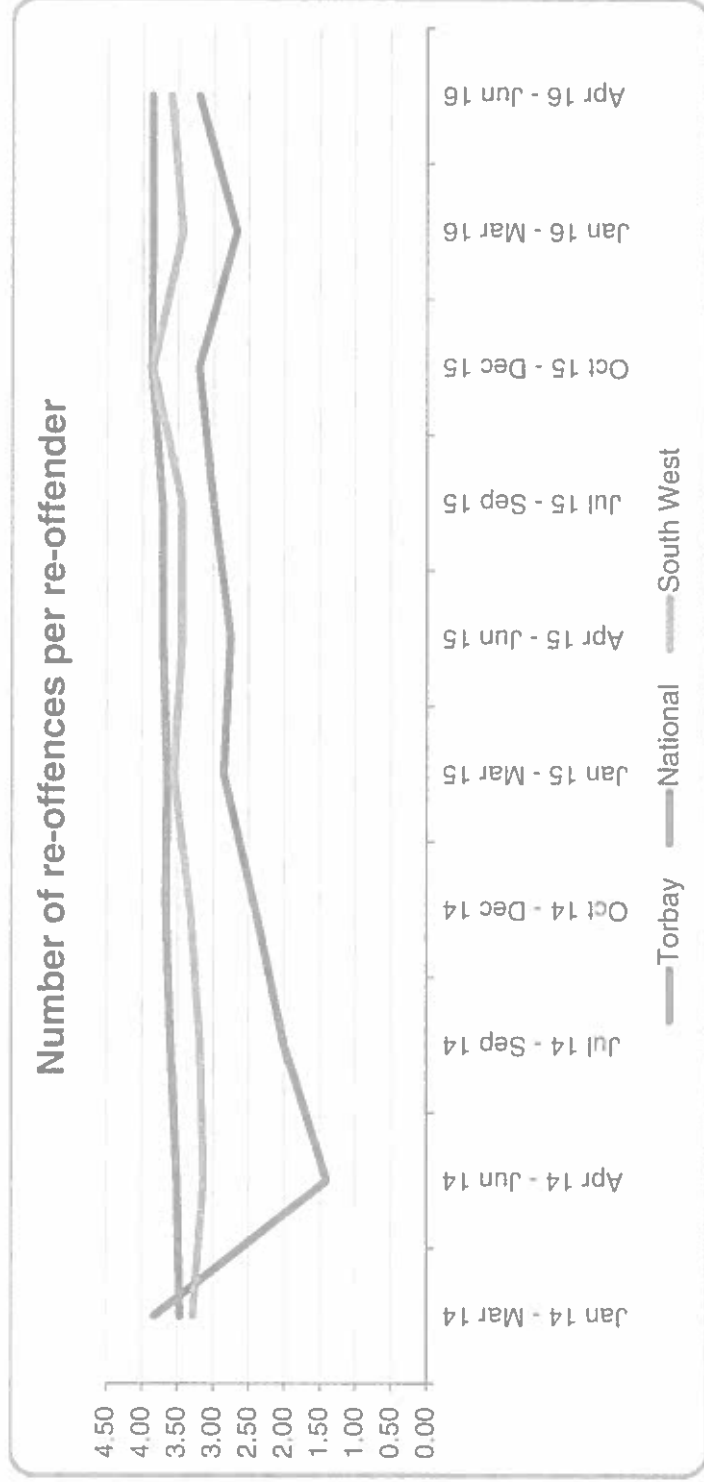


Source: The YOT Data Summary (YDS) for England April – March 2018

The MoJ has changed the methodology for measuring reoffending since the last Youth Justice Plan was published. There has been a move to a three month cohort rather than a 12 month cohort. The cohort will still be tracked for over 12 months so, for instance, the Apr 16 – Jun 16 cohort in the chart above

would have received a substantive outcome during that period before being tracked for the subsequent 12 months to see if they have reoffend and how many times.

The proportion of offenders in Torbay who go on to reoffend continues its downward trend from a peak of over 50% for the April 15 ~ June 15 cohort. Indeed Torbay's reoffending rate performs consistently below the national average and the most recent rate (April 16 ~ June 16) is the 14th lowest of all English local authorities.



Source: The YOT Data Summary (YDS) for England April – March 2017

This measure calculates the number of re-offences committed by those young people who go on to reoffend in each cohort. The average number of reoffences for reoffenders in Torbay continues to sit below both the national and regional averages. The most recent data places Torbay 37th out of all English local authorities.

5.3 Use of custody

There were 2 young people sentenced to custody this year from Torbay. This represents an increase from one young person in the previous year. As a rate per 1,000 10-17 year olds this equates to 0.18, compared to 0.19 (South West) and 0.38 (National).

Multi-Agency Post Custody Reviews are written and submitted to the Management Board to ensure ongoing learning with a view to preventing further custodial outcomes for young people.

Youth Justice Outcomes Plan

Outcome	Risk	Plan	Who	By When
First Time Entrants	Rate of First Time Entrants per population is higher than the national average. Risk of this pattern continuing.	Introduction of Triage Scheme as recommended by police. Work with Justice Innovation Fund to develop diversion scheme. Re-allocate resources in the team to diversion activities. Include FTEs in commissioning outcomes.	Practice Managers and police. Justice Innovation Fund practitioners. Youth Trust. Early Help Board.	October 2018

<p>Re-Offending</p>	<p>Service to maintain low re-offending rate.</p>	<p>Ongoing quality assurance of YOT delivery. Recognition that a reduction in FTE may lead to an increase in re-offending. Gather information on re-offenders using live data to monitor whether re-offenders had a voluntary offer after their Order had finished.</p>	<p>Practice Managers</p>	<p>Ongoing</p>
<p>Use of custody</p>	<p>Service to maintain low numbers of young people in custody</p>	<p>Report all use of custody to YOT Management Board.</p>	<p>YOT Manager</p>	<p>Ongoing</p>

Service Plan

Area for Improvement	Action	Success Criteria	Responsible	Deadline
Quality of practice across OOCd and Court Orders	<ul style="list-style-type: none"> - Inspection preparation - Peer Audits - Self assessment 	Inspection Ready	YOT Manager	September 2018
Improve evidence of use of research in assessments and plans.	All staff to have Research in Practice Account	<ul style="list-style-type: none"> Research use monitored via QA processes. Research referenced in all assessments of Court Orders. 	Practice Managers	November 2018
Improve access to Speech and Language Assessments	<ul style="list-style-type: none"> SALT worker to screen all cases including prevention. Discuss with NHS funders 	All young people who come into IYSS to have a SALT screening	Practice Managers	November 2018
Embed Trauma Recovery Model in practice across the team.	<ul style="list-style-type: none"> -Trauma Recovery Model post implementation support session to be arranged. - ACE Scores to be recorded for young people - YOT Manager to sit on ACE working group 	<ul style="list-style-type: none"> - Qualitative evidence of Trauma informed practice -Data reporting of impact of ACEs 	YOT Manager	January 2019
Identification of mental health needs at the earliest opportunity	<ul style="list-style-type: none"> - All young people open on prevention agenda to receive mental health 	<ul style="list-style-type: none"> - Data returns to NHS commissioning 	Practice Manager	April 2019

	screening			
Improve visibility of Management Oversight	- YOT Supervision tool to be revised	- Spot check evidences Management Oversight	YOT Manager	November 2018
Ensure victim work is included in all cases	- QA to focus on victim work	- QA outcomes	Practice Managers	November 2018

Risk Register

Risk	Mitigation
Ensuring a local offer alongside the Joint Management Board. Ensuring the Pan-Devon approach does not cause governance gaps for youth justice work	Embed local operational board within Community Safety Partnership. Report to YJB to ensure that the governance arrangements are sufficient. Management Board self-assessment against inspection framework.
Inspection performance in a new framework	Preparation for inspection work.
No YOT reserves, budget allows for minimum number of staff to ensure YOT is operational.	Develop IYSS to provide services needed by Children's Social Care.

Appendix

Table 1: Partner contributions to the youth offending partnership pooled budget 2017/18

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Local authority*	248, 200	n/a	n/a	

Police Service			n/a			
National Probation Service	17, 557		5000		0	
Health Service	16, 347		n/a		953	
Police and crime commissioner**	65, 091		n/a		3, 795	
Welsh Government	n/a		n/a		n/a	
YJB Youth Justice Grant (YRO Unpaid Work Order is included in this grant)	n/a		£188, 715			
Other- Joint Commissioning	66, 919		n/a		4143	

Youth Justice Grant Spending

YOT Manager 0.4 FTE	£28, 274
Practice Managers 1 FTE	£56, 318
Youth Justice Workers 1.6 FTE	£58, 959
Total	£192, 362
Total Grant	£188 715
Contribution from pooled budget	£3, 674 towards Youth Justice Worker posts

Table 2 YOT Budget 2017/2018

PAY - APT & C STAFF	447,600
ADD HRS - APT & C STAFF	0
NI - APT & C STAFF	45,300
NI ADD HRS - APT & C STAFF	0
PENS - APT & C STAFF	56,600
PENS ADD HRS - APT & C STAFF	0
TRAINING GENERAL	1,900
RECRUITMENT POLICE CHECKS CRB	500
ENERGY - ELECTRICITY	0
STAFF PUBLIC TRANSPORT	2,500
PUBLIC TRANSPORT COSTS-OTHER	1,000
EMPLOYEES MILEAGE	5,000
NON EMPLOYEES MILEAGE	2,000

SERVICES - GENERAL	19,915
COMMUNICATIONS - GENERAL	500
COMPUTING - H/WARE PURCHASES	0
COMPUTING - S/WARE MTCE & LIC	7,500
OTHER EXPENSES - GENERAL	2,200
SUBS - OFFICERS	500
MISC - GENERAL	0
INTERNAL - GENERAL	0
ASSISTANCE TO FAMILIES	2,000
SS MISC - GENERAL	500
CONTRIBS FROM OTH LAS - OS VAT	(70,100)
HEALTH INCOME OS VAT	(16,300)
ATL INTERNAL TRANSFERS	(72,200)
TOTALS	436,915

This plan has been reviewed by

Name 	Organisation Torbay Children's Services	Date 31 st August 2018
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This plan has been approved by

Name  Alison Botham	Organisation DCS Torbay Children's Services	Date 31 st August 2018
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