

ROTHERHAM YOUTH OFFENDING TEAM

YOUTH JUSTICE STRATEGIC PLAN 2014/15

Introduction

The Youth Justice Strategic Plan lays out the broad principles and direction for Rotherham Youth Offending Team (YOT) in 2014/15.

The YOT works with all young people aged 10 – 18 who are subject to statutory orders imposed by the Court, Pre Court disposals (Youth Conditional Cautions) and preventative work, including offering voluntary intervention to those receiving a, Youth Restorative Disposal, Youth Caution and Anti-Social Behaviour Contract.

Role and Purpose

The principal aim of the youth justice system is to prevent offending by children and young persons (Crime and Disorder Act 1998, section 37(i)).

The YOT has four objectives relating to this aim:

- Reduce offending and re-offending within the 10-17 population
- Reduce the use of custody
- Reduce the number of first time entrants to the youth justice system
- Increase victim and public confidence in the youth justice system.

In addition, the Rotherham Youth Justice Plan is aligned with Rotherham Metropolitan District Council's Corporate Plan (2010/14), The Children and Young People's Plan (2013/16), the Police Crime Commissioner's Police and Crime Plan (2013/17) Rotherham Joint Strategic Intelligence Assessment (2013/14), Safer Rotherham Partnership Purpose (2014/17), and the priorities of the Rotherham Local Safeguarding Board, including its Child Sexual Exploitation Strategy (2013/16).

Structures and Governance

Rotherham has amalgamated its Community Partnership, Youth Offending Team Management Board and Drug and Alcohol Action Team Steering Group into one overarching strategic body, the Safer Rotherham Partnership (SRP).

Following a review of the SRP and considering its functions in relation to the YOT management board the SRP now convenes separately as a full YOT management board which meets bi-monthly. The Board has renewed terms of reference following new guidance. (Modern Youth Offending Partnerships, YJB 2013), and effectively discharges its functions as a "critical friend" of the YOT and ensures appropriate scrutiny and support is given to the YOT.

The SRP Board meets quarterly as a full strategic partnership and monthly as an executive group to consider reports, monitor performance etc. The YOT manager sits on both these forums, and the YOT is represented at the JAG (Joint Action Group – the operational arm of the SRP) and also at the themed sub groups; Anti Social Behaviour, Priority Group, Reducing Crime and Re-offending Group and Reducing Harm.

Direct links exist between the SRP and Children's Board via YOT line management within Children and Young People's Services and the chair of the SRP sitting on the Children's Board.

The YOT is embedded in Integrated Youth Support Services, sitting within Rotherham Councils Schools and Lifelong Learning directorate. This location means the YOT has a wider reach beyond criminal justice services and the core service is part of a central multiagency hub offering a one stop service to all young people of Rotherham.

Partnership Arrangements

In addition to the partnership arrangements above, the YOT has a number of robust partnerships with statutory and non statutory agencies. The YOT Manager sits on a number of strategic forums most notably; the Local Criminal Justice Board, Strategic MAPPA Board, the Regional Reducing Re-offending Board, Regional Restorative Justice / Integrated Offender Management Meeting, the Child Sexual Exploitation Silver Group and the Rotherham Local Children's Safeguarding Board.

Partnership arrangements at both a strategic and operational level are good as evidenced by the commitment of partners to the YOT and the successful establishment of multi agency prevention teams in seven areas of Rotherham.

Performance Targets

The Youth Justice Board/Ministry of Justice have set three national indicators relating to Youth Justice.

- Reduction in First Time Entrants
- Reduction in Custody
- Reduction in Re-offending

How Performance is Calculated

Performance data for Youth Offending Teams is calculated from the Police National Computer (PNC) data (for first time entrants and re-offending). Custody data is calculated from case management data that Youth Offending Teams retain.

The YJB collates this data and returns it to the service with subsequent RAG ratings. With the exception of custody data, comparative data relating to first time entrants may be a quarter behind.

Re-offending data is calculated against a rolling cohort established in 2008/9, twelve months need to elapse before offending can be known to have re-occurred and a further six months is added for offences to be proven in court.

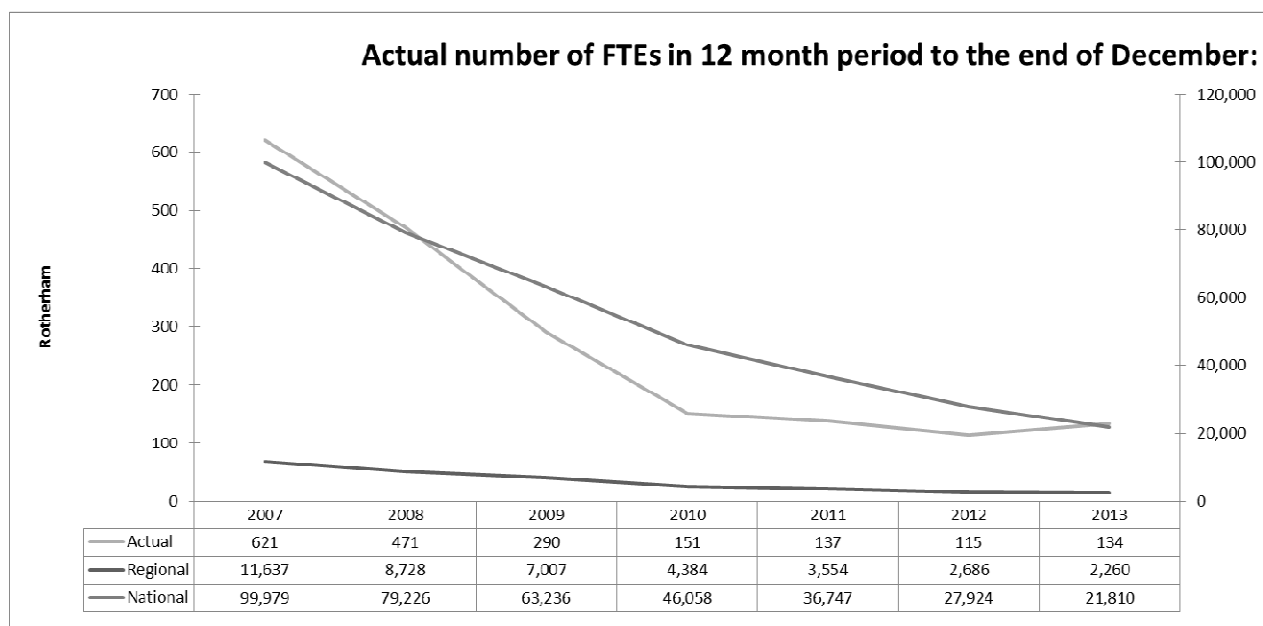
The new system will measure performance for each indicator above compared to the previous year. YOT's will be RAG rated on both performance and whether they fall into the bottom 25% of YOT performance in England and Wales. Currently, Rotherham YOT remains a good performer in this system within the top 25% and is not therefore at risk of receiving a low rating.

Performance Outputs

First Time Entrants

FTE PNC Rate per 100,000 of 10-17 Population

	Rotherham	Yorkshire	England
Jan 13 – Dec 13 (latest Period)	535	459	441
Jan 12 – Dec 12	449	537	556

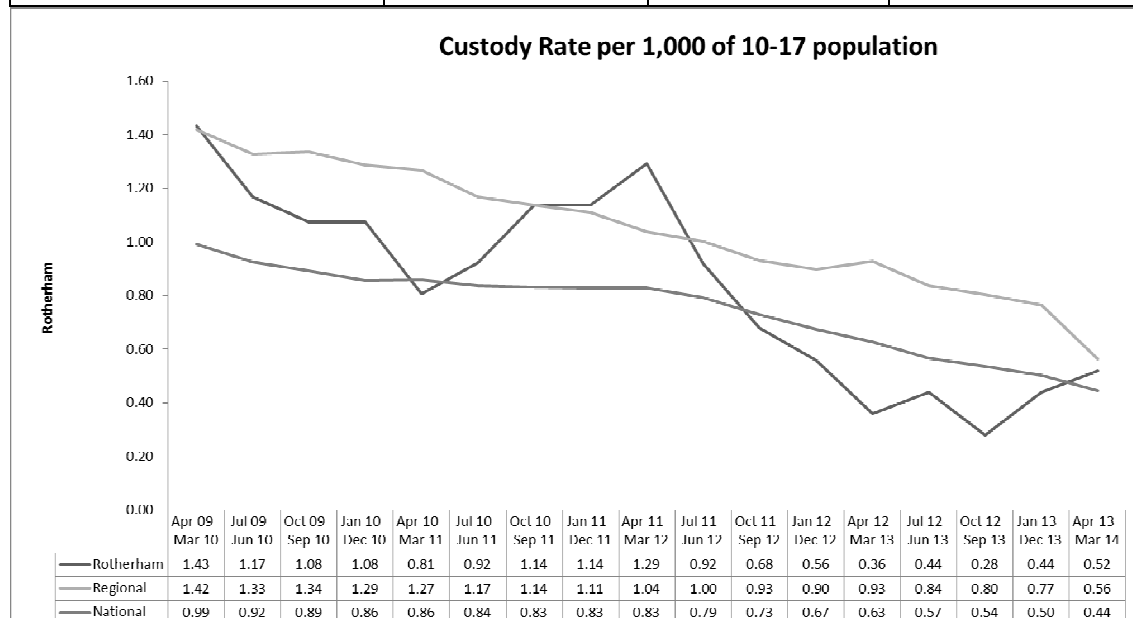


After a number of years in which there have been significant reductions in first time entrants, the outcome measure shows a plateau in performance, followed by a slight increase over the last year (January - December 2013).

The trajectory over time shows that Rotherham's first time entrant actual numbers have dropped faster than comparators, levelled out, and has now risen slightly. There has therefore been a slight increase in young people entering the criminal justice system when comparing the baseline cohort with the latest cohort. The trajectory of decline has now reached a plateau and is beginning to rise. It is likely that a combination of factors has contributed to these trends, and may be that this is a trend that will be seen by comparators in the future. The continued investment of the YOT and partners in prevention services should help to maintain progress in the medium term and the Management Board will continue to oversee this target.

Use of Custody Rate per 1,000 of 10-17 Population

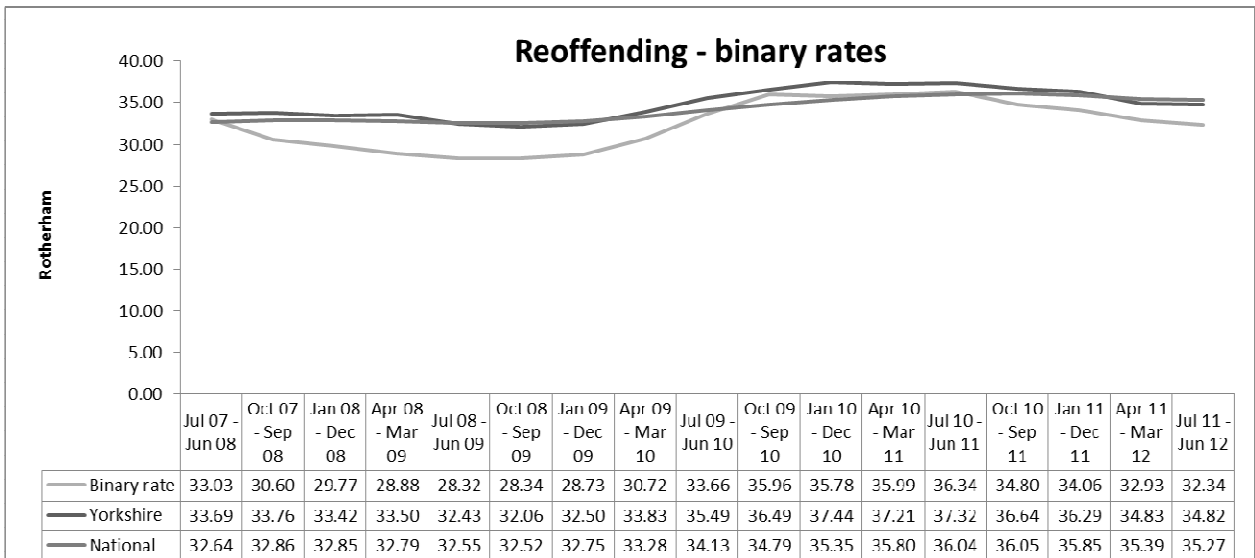
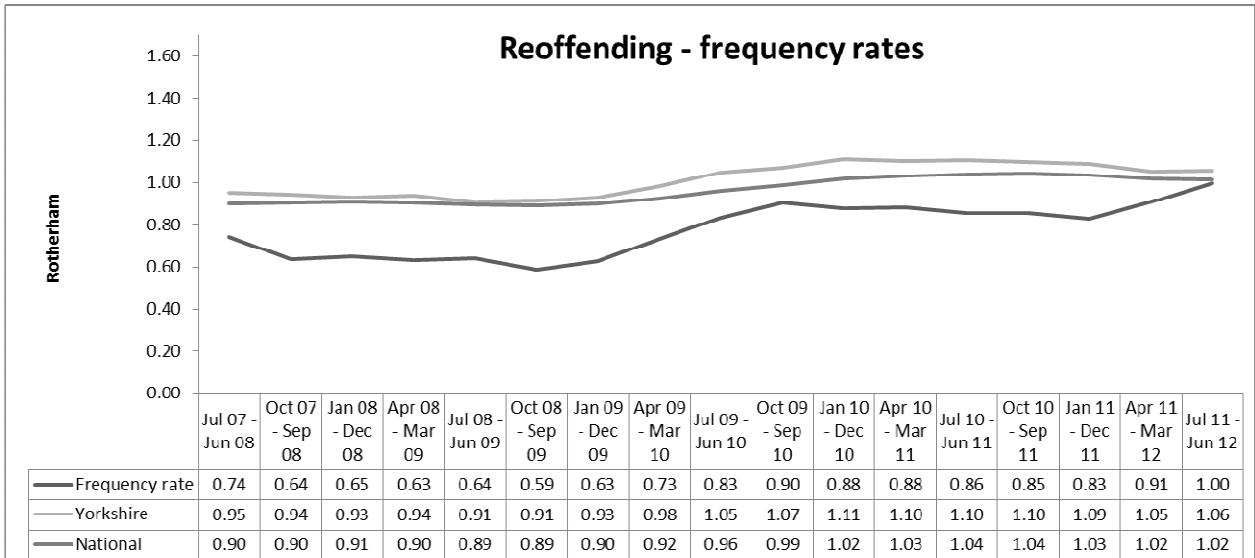
	Rotherham	Yorkshire	England
Apr 13 – Mar 14	0.52	0.56	0.44
Apr 12 – Dec 13	0.36	0.93	0.63



Historically Rotherham has had a comparative low custody rate when using the calculation that compared those sentenced to custody with the general sentenced population, and the numbers of those sentenced to custody continue to be low. However as illustrated by the graph rates vary widely as a result of relatively small increases and decreases. Overall the trajectory is towards reductions in custody.

Re-offending Rates after 12 Months

	Rotherham	Yorkshire	England
Frequency rate Jul 11 – Jun12	1.00	1.06	1.02
Frequency rate Jul 10 – Jun 11	0.86	1.10	1.04
Binary rate Jul 11 – Jun12	32.3%	34.8%	35.3%
Binary rate Jul 10 – Jun 11	36.3%	37.3%	36.0%



Performance over the last 12 months and the previous 12 months has remained relatively stable and local performance data supports this.

The direction of travel for binary reoffending shows that Rotherham bucks the national trend and continues to see declining re-offending rates. However the frequency of offending is increasing and beginning to mirror regional and national rates. This is likely to be attributable to a smaller cohort of offenders that are more entrenched in offending behaviour.

Data for reoffending is taken from the Police National Computer and is retrospective only showing historical performance trends. Rotherham YOT has introduced a 'Proxy Measure' using arrest data which enables the YOT to project future re-offending performance. The correlation between the PNC YJB data and the YOT Proxy Arrest data is very similar and thus gives a good indication of future performance, which suggests the above trends will continue.

Resources

Last year saw the YOT becoming part of Integrated Youth Support Services (IYSS) and this transformation is now complete. Whilst the YOT retains a discrete identity and governance it is now embedded within the new service. The YOT shares a building with other aspects of IYSS enabling young people to access a range of relevant services in one place. The benefits of different disciplines focused on young people and located within the same structure is already beginning to be felt and this is likely to improve over time as staff work to similar goals within an overarching service specification.

Funding

Budget 2013/15

	Contributions (Including staffing)
Local Authority	£204,914
Police and Crime Commissioner	£163,983
Probation	£133,216
Health	£90,718
YJB	£539,757
TOTAL	£1,190,565

Despite changes resulting from budget reductions overall staffing is stable. The YOT experiences few problems with recruitment and retention, and the majority of staff have been in post for a number of years. Consequently the YOT is fortunate in having a competent and experienced workforce.

Risks to Future Delivery

First Time Entrants

Rotherham YOT has historically been ahead of National and Regional averages in this area and made significant early inroads into this population. Other YOT's have now caught up with Rotherham's performance and in comparison performance has begun to plateau. Prevention services within IYSS have been recently restructured, and although there have been some reductions, there is a tighter focus on assessment and case management which is likely to aid targeting those most at risk of offending. In addition the role of police officers linked to locality prevention teams has been recently reviewed to align more closely with the prevention agenda.

Use of Custody / Re-offending

A perverse result of high performance in reducing the number of first time entrants in the youth justice system has resulted in the population of young offenders subject to YOT interventions beginning to decline. This has two net effects. The first being a reduction in numbers, and the second that those young people still within the youth justice system are more likely to offend and more likely to receive custodial penalties as a result.

The key to tackling these trends is more sophisticated analysis of reoffending patterns linked to more robust interventions. Both the Youth Justice Board and the Local Criminal Justice Board have produced toolkits that will aid in the analysis of reoffending trends and the following year will also see the introduction of Assetplus.

Assetplus is a new assessment framework being introduced by the Youth Justice Board over the next two years. It replaces current assessment tools with a more up to date framework reflecting developments in research about offending. The Youth Justice Board anticipate the new tool will improve outcomes for young people with a closer focus on intervention and assessment, professional judgement and improved operational effectiveness. Although implementation will not necessarily take place within the next year. It will be important to engage in the process and begin to utilise practice change material.

Although reoffending by young people is beginning to increase, it remains below National and Regional levels, and there is an encouraging decline in the frequency of reoffending by young people. This suggests the YOT is making progress and should continue with initiatives introduced last year, most notably the links with the police Impact Team, (Integrated Offender Management), the development of offending programmes, and the development of skill sharing within IYSS.

Funding

Notwithstanding the integration of services and the benefits this will bring to both costs and young people. The next year will likely see financial challenges for the local authority and statutory partners that will inevitably effect contributions available to the YOT. The board will therefore need to carefully asses this impact and consider how this will impact on services for the future.

Tom Cray - Strategic Director, Adults and Neighbourhoods (Co Chair of YOT Management Board)

Signed:

Date:

Jason Harwin - Chief Superintendent, District Commander for Rotherham, South Yorkshire Police (Co Chair of YOT Management Board)

Signed:

Date:

Dorothy Smith – Director of Schools and Lifelong Learning

Signed:

Date:

Paul Grimwood – Youth Offending Team Manager

Signed:

Date:

SERVICE PLAN 2013/14

	Priority	Issue	Actions	Lead	Time Scale
1	Reducing First Time Entrants	Good performance on First time entrants which may plateau or rise in future.	Monitor current systems and processes for diversion of First Time Entrants.	YOT Manager	Review Mar 2013
			Ensure narrative for performance is included in YJB quarterly review.	YOT Manager	Quarterly completion
			Implement new police officer roles in locality teams	Head of IYSS YOT Manager	Sept 2104
			Review role	Head of IYSS YOT Manager	Mar 2013
			Continue to develop case management model for prevention teams	YOT Manager	Review Jan 2015
			Ensure quality assurance processes in place for above	YOT Manager	Review Jan 2015
2	Reducing Re-offending	Continuing reduction of First time entrants results in a youth offending population that is more prone to re-offending with multiple needs.	Continue to work with Impact team for high risk and persistent offenders	YOT Operational Manager	Review Feb 2015
			Utilise the YJB and LCJB toolkits to analyse and respond to trends in offending	YOT Information Officer	Quarterly
			Continue programme development and contribute to/learn from developing YJB evidence based programmes	YOT Operational Managers	Quarterly.
			Utilise IYSS resources to enhance skill base for working with young offenders. (Review resources and skill base within Hub and make recommendations for future development).	Head of IYSS YOT Manager	Review and Recommendations Oct 2014 Implement Recommendations Dec 2014.
			Ensure YOT is engaged with implementation of Assetplus	Training Lead	From September 2014

	Priority	Issue	Actions	Lead	Time Scale
				Information Processes Lead	
			Ensure attendance at Assetplus events/training and make full use of practice training materials to assist in final implementation.	Training Lead Information Processes Lead	Report to Management Team Quarterly
3	Reducing custody rates	First time entrant performance may perversely impact on custody rates.	Actions identified for reducing re-offending will also impact on custody rates.	YOT Manager	Various (as above)
			Magistrates Panel to be kept informed of progress of orders and custody rates via. <ul style="list-style-type: none"> 1. Panel meetings and bi-annual newsletter. 2. Consultation with Legal Advisor 3. Increase sentencer confidence by providing sentence feedback on a random selection of orders. (3 monthly feedback on every 7th Order to sentencing bench) 	YOT Manager Case Mangers	November 2013, April 2014. Determined from date of Order
			Yearly review of service level agreement with Courts	YOT Manager	Jun 2015
4	Funding	Monitor funding and maintain independent scrutiny by YOT management board.	Report budget to YOT management board. Note and agree actions in minutes	YOT Manager Chairs of Board	Quarterly at YOT Management Board
		Ensure best value	Maintain links with three county YOT to ensure that where appropriate resources are shared to deliver best value services. (e.g. joint tender of restorative justice services – Rotherham/Sheffield) Joint use of PACE Beds (Rotherham, Sheffield, Barnsley, Doncaster)	County YOT Managers	Meetings every two months October 2014
5	YOT Management Board	Ensure adequate scrutiny by YOT management board	Maintain current oversight via Performance Dashboard	YOT Manager	Quarterly at YOT Management Board