



Hertfordshire Youth Justice

Strategic Plan

2015-2018

July 2017 Update

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1. Introduction and Context

1.1 The principle aim of the Youth Justice Service is to prevent offending and re-offending by children and young people who are under 18 years of age. Section 39 (1) and Section 38 (1, 2) of the Crime and Disorder Act requires that statutory partners which includes the Local Authority, Police, National Probation Service and Health co-operate to provide multi-agency youth offending services to prevent offending by children and young people.

1.2 In Hertfordshire, Youth Offending Services (Youth Justice) are incorporated within Targeted Youth Support in Services for Young People as part of Children's Services. The integrated model deployed within Services for Young People means that support can now be delivered at the earliest prevention stages, or equally, sustained beyond the young person's Court Order, with the overarching aim to support young people to achieve their potential and to prepare them to make a successful transition to adult and working life.

1.3 Herts Youth Justice is further required to meet the statutory requirements for Youth Justice including National Standards and national inspection regimes, overseen by the Youth Justice Board and Ministry of Justice. It must continually seek to balance the risks and vulnerabilities of young people with the risk that this poses to the public and wider communities, while managing the overall ambition of improving outcomes for young offenders, their families, victims of crime and communities.

1.4 A Youth Justice Strategic Plan is required under the provisions of the Crime & Disorder Act 1998. Standard requirements are outlined annually and the Plan should be approved locally by the Youth Justice Management Board prior to submission to the Youth Justice Board. Hertfordshire's Youth Justice Strategic Plan runs from 2015-18 and is refreshed annually. It links with and contributes to the principles and priorities of the strategic Service plans of key partner agencies.

1.5 Since 2011 National Outcome measures for Youth Justice are:

- Reductions in the number of young people aged 10-17 who are entering the Youth Justice system for the first time (First Time Entrants);
- Reduce young people's reoffending;
- Reduce the number of young people sentenced to custody.

1.6 The Service continues to monitor performance against previous national measures for ensuring young offenders are in Education Training and Employment; are in suitable accommodation; and offending by Children Looked After as well as contribute to local priorities to meet the needs of Hertfordshire young people, their families, victims of crime and its communities.

1.7 In addition, the service aims to respond to the findings from Herts Youth Justice Peer Review which took place in October 2016 and the Herts feedback from the HMIP Thematic Inspection of Public Protection which took place in May 2017. Action Plans have been

approved by the Youth Justice Management Board and are carried forward into the Service Delivery Plan 2017-18 (Appendix 1).

2. Review of 2016/17

2.1 In 2016/17 the service maintained its performance in relation to the Youth Justice national outcome measures for reducing First Time Entrants and achieved improvement in preventing young people reoffending and in reducing the use of custody for Hertfordshire young people.

2.2 However in the same period 2046 offences were committed by young people in Hertfordshire and 1035 disposals¹ were given to young people which is a significant increase on the previous year where there were 987 offences and 782 disposals given to young people (Source: YJB National Data Summary April – March 2017 - Appendix 2). Local data reports are also produced for YJB returns on a quarterly basis which give current data and enables close monitoring of trends - Appendix 3²).

First Time Entrants to the Youth Justice system (FTE)

2.3 There were 314 young people who were FTE's in Hertfordshire between April 2016 and the end of March 2017; this is in line with last two years where the figure was 316 and 320. Hertfordshire's performance has remained consistent and is better than the national figure, but below performance for the region where there was a reduction in FTE to 256 young people in 2016-17.

2.4 Achieving reductions will continue to be a challenge in the coming year and the service will aim to maintain current FTE levels, with continued focus on effective assessment and diversion interventions in partnership with Police and through early help strategies in Hertfordshire.

Reduce reoffending

2.5 Most recent national data (April 2016-March 2017) indicates consistent performance for Herts young people reoffending after 12 months which is better than the regional and national rates, although there has been a slight increase in reoffences and frequency of reoffending which is also reflected in the regional and national figures.

2.6 The binary rate for Herts young people reoffending in the cohort measured (July 2014-June 2015) was 32.0% (compared to 35.9 % in the previous year) whilst the regional and national figure were 35.2% and 37.7% respectively (Appendix 2).

¹ Disposals are sentences young people receive at court or pre court intervention in the form of a Youth Caution or Youth Conditional Caution.

² There is some variations between local and national data due to recording differences – e.g. age/ geographical area.

2.7 Reducing reoffending amongst young people subject to a Court Order remains a challenge year on year as these young people are likely to be more persistent and entrenched in their offending behaviour and have multiple, complex needs, requiring specialist input, assessment, risk management and support from experienced and suitably qualified practitioners in the multi-agency teams.

2.8 A wide range of group work and one to one programmes for young people in the Youth Justice System are utilised including:

- Crashbang, a car crime initiative with Police Fire and Rescue
- a Girls Group Programme which includes an intervention with HMP Send
- Keep Out crime diversion project with HMP Brixton
- Weapons awareness and knife crime initiative
- Boys group
- Anger management
- Victim awareness 'Righting Wrongs'
- Junior Attendance Centre
- Unpaid Work programme
- Restorative reparative activities and projects enable young people to make amends to victims of youth crime and their communities.

2.9 Evaluation and review of programmes delivered to young people is ongoing and further review of specific programmes will be undertaken in the coming year to help identify effective practice and areas for improvement.

Reduce the use of Custody

2.10 Hertfordshire has achieved consistently low custody rates, although there has been a slight increase in 2016/17 with Hertfordshire performing better than nationally but slightly below the region.

2.11 National data for 2016/17 indicates use of custody rate per 1000 of young people aged 10-17 was 0.27 for Herts compared to 0.37 nationally and 0.20 for the region (Appendix 2).

2.12 Actual numbers of youth custodial sentences imposed in Hertfordshire were 27 in 2016/17, compared to last year's figure of 21, and 31 and 41 in the two years prior to this. Custodial sentences made up 3.6% of total disposals for young people in (the original national target (now dropped) was for custody to make up less than 5% of all sentences).

Young People Remanded

2.13 Performance in relation to young people remanded by the Courts was maintained in 2016/17 whereby 13 young people were held for 574 nights in Youth Offender Institutes or Secure Training Centres on remand which was very close to 2015/16 figures of 15 young people and 670 bed nights.

2.14 However serious offences and or group offences can cause a spike in figures and a significant increase in remand costs which are based on bed nights and placement type based on the young persons' age and vulnerability. To mitigate this qualified experienced staff and management support this unpredictable and potentially high cost area of work for the local authority, through daily attendance at Remand Court and effective liaison with countrywide youth offending teams and courts; as well as ongoing monitoring and management of young people transferred into Hertfordshire, who are often high risk and /or vulnerable.

Young People not in Education Training and Employment

2.15 Engaging young offenders in education, training or employment is a key factor in preventing young people's reoffending and their resettlement. This has become a greater challenge in recent years reflecting the changes to the cohort of young people in the Youth Justice system who now increasingly have complex and multiple needs and who are more entrenched in offending than in the past. These young people are often the hardest to engage and sustain in full time ETE.

2.16 Alongside this ETE practitioners report fewer training providers and college places being available to young people in the Youth Justice system because of the risks they pose and /or who fail to meet the qualification requirements for courses. Nationally, research indicates that young offenders have often experienced disrupted education, have low levels of literacy and numeracy, and high levels of special education needs.

2.17 In 2016-17 66.7% of Herts young people in the Youth Justice System were in ETE at the end of their Court Order. This is below our previous years figures of 73% in 2014-15 and 80.65% in 2013-14. Youth Justice Education and Employment and Training practitioners were established in 2016 to provide ongoing support for these young people. The Head of Service, Youth Justice is a member of the Herts Employment, Education and Training Strategy Partnership Group in support of this key area.

Restorative justice

2.18 Restorative justice approaches and opportunities for victims of youth crime continued to be a focus in 2016/17. All victims of youth crime are invited to participate in the criminal justice process in accordance with the Victim Code³. This includes: - a letter of apology or explanation from the young person; attending a Youth Offender Panel Meeting or Restorative Justice conference, where the victim can meet the offender and explain the impact their offending has had on them; the victim of the offence having a say in what type of reparation⁴ they would like the young person to complete and direct reparation to the victim

³ There is a separate process for victims of sexual offences

⁴ Reparation is unpaid work completed by the young offender for the benefit of the community or directly to the victim of the offence

where possible. Each Targeted Youth Support team has a portfolio of Reparation projects which are developed locally with partners including housing providers, parks, schools, environment departments and charities.

2.19 Youth Justice Victim Liaison workers facilitate restorative meetings and conferences and ensure the impact on victims is considered in young people's offending behaviour programmes. 34% of victims received restorative processes including direct or indirect reparation in 2016/17. This is consistent with previous year's figures although this remains dependent on victims wishing to take up restorative justice opportunities which are voluntary.

2.20 Restorative principles are applied in Youth Offender Panels. Youth Offender Panel volunteers are recruited from local communities and receive restorative justice training as part of the programme. A new Youth offender panel recruitment and training programme was held throughout March 2016 and 21 volunteers took part providing valuable community involvement. The service has good links with Victim Support including signposting and liaising with provision for supporting young victims.

HMIP Inspection and Youth Justice Sector led Reviews

2.21 The service requested a Youth Justice sector led Peer Review which was held in October 2016. This focused on the quality of assessment and risk management and effective management oversight and was a follow up to the HMIP Short Quality Screening Inspection in 2013 where these were identified as areas for improvement. The Peer Review indicated that progress had been made, including opportunities arising from the new Assetplus assessment training, and the central risk management panel established to support risk management planning. Inconsistencies in effective management oversight and in the distribution of expertise and skills across the 5 TYS teams were also noted as well as the need for the voice of the victim to be more visible, which the service aims to address in the coming year.

2.22 Herts Youth Justice was also part of a Thematic Inspection of Public Protection by Her Majesty Inspectorate of Probation in early May. Initial written feedback was very positive including effective management of public protection issues in cases inspected, as well as strong processes for managing risk, and effective links with children's social care and early intervention services. The final report is due to be published in September.

Findings and action plans to address areas for improvement were shared with and are monitored by the Herts Youth Justice Management Board.

Assetplus

2.23 Assetplus was introduced as a new national assessment framework for all Youth Justice /Youth Offending Services in 2016. Hertfordshire Youth Justice delivered the three day training courses to approximately 120 staff members between April and September 2016. Assetplus is now fully implemented in Hertfordshire to meet this national requirement

and ongoing support and refresher training as well as training for new staff will be necessary throughout the coming year to ensure this is fully embedded.

3. Structure and Governance

3.1 Youth Justice is located within Hertfordshire Children Services and part of Services for Young People (SfYP) Targeted Youth Support. SfYP has at its core an integrated, geographically based management model with five senior managers taking responsibility for service delivery in paired districts, and in addition a policy lead, one of which is Youth Justice Head of Service (Appendix 4: Herts Youth Justice Structure Chart 4.1). The Youth Justice Head of Service is managed by the Head of Services for Young People and is part of the Services for Young People Senior Management Group which meets monthly and provides strategic oversight and direction for the service led by the Head of Services for Young People.

3.2 A Youth Justice Management Board (Herts YJMB) is in place which is chaired by the Interim Operations Director Services for Children and Young People, Children's Services. There is senior representation from partners from National Probation Service, Police, Police and Crime Commissioner and Health, as well as Children Services Specialist and Safeguarding and Early Help. The Board meets quarterly and takes responsibility for agreeing agency contributions to Youth Justice Services and monitoring the budget and grant conditions. It reviews Youth Justice Performance, monitors Improvement Plans and advises on national and local Youth Justice issues to ensure that the statutory Youth Justice duties and responsibilities are met, and that key Youth Justice outcomes are delivered.

3.3 Youth Justice is delivered through Targeted Youth Support (TYS) in Services for Young People with some aspects centrally managed by specialist Youth Justice staff, including Intensive Supervision and Surveillance, Custody, Bail and Remand and victims - See structure chart Appendix 4, 4.2.

3.4 There are 5 district based YYS teams covering the 10 district council areas in Hertfordshire, which provide support to vulnerable young people and their families to reduce their escalation into specialist services or into statutory services in relation to young offenders, Children Looked After and care leavers. The inclusion of the multi-disciplinary youth offending team staff in this integrated model enables the sharing of expertise and transferable skills that benefits all targeted practitioners in the team and allows for a more co-ordinated response to the individual children and young people who often have multiple, complex needs. Seconded Youth Justice Police officers, Forensic Health practitioners from CAMHS, and Probation Officers, as well as specialist Education Training and Employment practitioners and Reparation practitioners provide specialist roles to young offenders from within the local YYS teams and links with Youth Connexions Herts. The central Youth Justice Policy team provides operational guidance and support to the YYS teams to ensure effective Youth Justice Service delivery, and is responsible for strategy performance, quality assurance and the coordination and delivery of countywide Youth Justice Provision to the Courts.

4. Resources and Value for Money

4.1 Hertfordshire exceeds the minimum staffing requirements set out in the Crime and Disorder Act 1998 for a multi-agency youth offending team. This includes Targeted Youth Support workers which include qualified and alternatively qualified practitioners; ETE practitioners and seconded staff from National Probation Service, CAMHS and Police. Youth Justice benefits from the service commissioned by Children's Services from Herts Young Homeless (HYH) to support young people including young offenders, to retain or access suitable accommodation. Substance misuse services to Hertfordshire's young people are provided by AFDASH. This service has been redesigned with the new, family based model in operation from April 2017.

4.2 Herts Youth Justice recruits, trains and supports volunteers from the community to act as Youth Offender Panel volunteers to meet the requirements of Referral Orders made in the Youth Court and as Appropriate Adults at the Police station. There are currently approx. 70 Youth Offender Panel volunteers and 35 Appropriate Adult volunteers.

4.3 Numbers of young people coming into the Youth Justice system have now been consistent for the last three years, compared to the much higher numbers seen previously in line with the national trend. Policy changes and greater diversion and restorative justice opportunities for more minor or first time offending mean that young people coming into the formal Youth Justice system are now more likely to be more entrenched offenders and often have multiple, complex needs requiring more specialist and intensive support to help them turn their lives around.

4.4 Statutory partners have indicated levels of continuing contribution and funding in kind for 2017/18. The contribution from NPS has been managed nationally and it has been confirmed that the financial contribution for this year remains the same and that the number of practitioners seconded to the YJS is to increase to 3.5. It has been determined that for 2017/18 the financial contribution will cease. The Police Service continues to maintain its level of contribution at this time as does the Health Service. Hertfordshire County Council will decide on funding levels in the autumn. The Police and Crime Commissioner continues to support the Service with a slight increase in funding in 2017-18 as a result of the introduction of a new bidding process.

4.5 Funding is reviewed annually and is likely to remain a challenge for all agencies in the coming years as Services continue to be delivered in a difficult financial climate.

4.6 Staff retention and recruitment of Social Work qualified practitioners with Youth Justice experience to manage complex and high risk young people has remained a challenge in the past year. Recruitment practice has been reviewed and changes made to enable recruitment to be targeted at the specific skills and experience needed and to enhance the induction and in-service training of practitioners to meet the needs of the service in the future.

4.7 See Appendix 5: Table 1 showing financial, staffing and in kind contributions made by local partners and Appendix 6: 2017/18 budget breakdown showing how the grant will be spent.

5. Partnership Arrangements

5.1 Effective partnerships are in place with statutory partners and as a two tier authority Youth Justice in Targeted Youth Support engages with 10 local District Councils and their Community Safety forums, both at strategic and operational levels and with local anti-social behaviour strategies and initiatives.

5.2 Youth Justice is represented on key strategic forums and other relevant forums that contribute to a co-ordinated and effective delivery of services. These include:

- Herts Criminal Justice Board (HCJB)
- Multi-Agency Public Protection strategic group
- Integrated Offender Management Strategic Board
- Channel Panel to prevent radical extremism
- Herts Safeguarding Children's Board through the Interim Operations Director for Services for Children and Young people
- Children's Services Board
- Substance Misuse Commissioning Board

5.3 Police, Probation and Health (CAMHS) each second staff to the multi-agency Targeted Youth Support teams to deliver interventions to young offenders and contribute to the Youth Justice budget together with the local authority Children Services and Police and Crime Commissioner (PCC) to ensure national Youth Justice Indicators and government priorities are met alongside locally identified priorities.

5.4 The Service works closely with partners on key issues including Troubled Families agenda , Early Help strategy; Child sexual exploitation, CLA young people involved in offending, homelessness and accommodation needs of young offenders; substance misuse; young people who are NEET; young people with SEND; remand management; overnight detention of young people arrested and refused bail; and reports on key issues to Children's Services Board, HCC Cabinet Panel and Herts Safeguarding Children Board.

5.5 The resettlement of young people leaving custody continues to be a key priority for the Service for 2017-18 and will be overseen by Youth Justice ISS senior practitioners, working with partners to ensure employment and training; accommodation needs, substance use and mental health support and effective transitions for this often vulnerable and /or high risk group and of young people.

5.6 Young people's substance use services are commissioned from AFDASH both for consultation, and direct treatment interventions to Youth Justice and the TYS district teams. Following review the service has been redesigned, with the new model in operation from April 2017. This will include greater capacity for engagement with high risk young people to

encourage treatment take up and more support for young people with emerging substance misuse to prevent them from going on to need more specialist support in future.

5.7 Third sector provider Herts Young Homeless (HYH) is commissioned by Children's Services to support homeless young people. This includes mediation and emergency 'crashpad'. One to one support is offered to young offenders who are homeless or at risk of homelessness, preparation for independent living, liaison with partners including housing and accommodation providers/case managers and the secure estate where young people are in custody in order to help meet resettlement needs.

5.8 Youth Justice and National Probation Service (NPS) operate a Young People's MAPPA (Multi Agency Public Protection Arrangements) which follows adult MAPPA guidance and criteria. The Young People's MAPPA panel operates monthly and engages professionals with expertise and understanding of children and young people as well as criminal justice, and has been able to engage in developing bespoke arrangements for the small number of children and young people who present a significant risk to the public in the County.

5.9 The service links with the County's Integrated Offender Management (IOM) arrangements which is a multi-agency strategic and operational initiative designed to identify and offer enhanced support to offenders presenting high risk of serious re-offending. Although the majority of the offenders identified are adults, liaison is in place to ensure effective information sharing and identification of high risk young people. Youth Justice Police Officers are responsible for identifying cases that meet IOM cohort criteria and for liaising with IOM management to determine adoption. This is achieved using intelligence within TYS teams and from the central TYS Risk and Safeguarding Panel.

5.10 The Head of Youth Justice represents Children's Services on the multi-agency Channel forum which identifies and provides support to vulnerable young people at risk of radicalisation, as part of the government 'Prevent Strategy' aimed at preventing extremist radicalisation and terrorism.

5.11 Young people and gang activity has emerged as a concern in the last 12 months including an increase in young people subject to Court Orders being moved to Hertfordshire from London Boroughs to escape gang violence, and awareness of 'County Lines' - cross border serious gang led offending. Responses to this emerging issue are being explored with Police and partners to develop a countywide joined up strategy. Gang activity and concerns are currently monitored through the Youth Justice Risk management arrangements on individual cases, and information is shared between Police and Youth Justice and relevant agencies on wider gang activity.

5.12 Further developments for Youth Justice in 2017/8 in partnership with The Police and Children's Services will include developing responses to young people in the Criminal Justice System who are responsible for domestic violence.

6. Key Challenges and Risks to Future Delivery

Key challenges and risks to future delivery have been highlighted throughout the Plan and are summarised here:-

First Time Entrants

6.1 Low levels of First Time Entrants has been achieved since 2009 reflecting the national picture as young people are engaged outside of the formal Youth Justice system wherever possible, through diversion and restorative justice opportunities. Numbers have levelled out and reductions will prove more of a challenge as some young people who have been diverted previously may reoffend more seriously or persistently. Continued efforts and resources will be required by Police and Youth Justice to maintain the progress achieved. This includes ensuring effective assessment of risk and need and the provision of diversionary opportunities; monitoring of outcomes to help us understand the reasons for any increases; and the delivery of prevention and early help with local partners to families identified as vulnerable and/or at risk where partnership resources are reducing.

Reduce Reoffending

6.2 Reducing young people's reoffending continues to prove a challenge despite greater numbers of young people being diverted away from the criminal justice system for less serious offending. Those young people who do escalate do so invariably with more entrenched offending behaviour, and often have multiple complex needs. These young people require increased contact levels and specialist input from experienced and trained practitioners to prevent further offending and achieve positive outcomes. Sustained specialist input to young people with complex needs and high levels of risk remains a priority in 2017/18. Further evaluation of quality and effectiveness of interventions and reoffending data is required to improve targeting of resources and have a positive impact on future reoffending rates.

Reduce use of Custody

6.3 Significant reductions in custody rates have been achieved in 2016/17 although percentage improvement remains a challenge year on year, being harder to achieve when overall disposals are falling. In common with the national trend young people who are Looked After in Hertfordshire and BME young people continue to be over-represented in the custodial population. The service is working with wider Children's Services and district partners to ensure access to effective resettlement support and improve outcomes for these young people.

6.4 The remand population remains unpredictable and the duration of remands varies. A small number of younger children committing serious offences or an offence involving a group of young people can have a major impact on resources⁵. The financial risk to the local

⁵ Young people who are aged 16 and under are placed in Secure Training centres (STC) or Secure Children's Homes (SCH) which are costlier than Youth Offender Institutes (YOI).

authority is closely monitored by the Youth Justice Remand team to ensure the appropriate designated authority is named at court and that there is close liaison and verification with Children's services placements and finance teams to ensure that risks are mitigated.

Young People in Education and Training

6.5 Performance in relation to ensuring young offenders are engaged in Education, Training and Employment has dipped over time and remains a challenge to achieve and sustain for young people in the Youth Justice Service. There is enhanced support from Youth Justice Education Training & Employment practitioners in each of the TYS teams, this provision is under review to ensure effectiveness of the resource. There is regular monitoring of the cohort of young people who are not engaged in ETE to help us understand the reasons for this and to identify areas for improvement.

Restorative Justice

6.6 There will be a continued focus in 2017/18 on development of Restorative Justice Projects to provide victims of crime with a range of relevant options to support the opportunity for their inclusion in the Justice Process while providing young offenders with an effective deterrent experience.

Maintaining Effective Risk Management and Management Oversight of Youth Justice and Implementation of Assetplus

6.7 Improvements in risk management and assessment quality are evident from the recent Peer Review and HMIP Thematic Inspection although these together with management oversight remain key priorities for 2017/18. In addition, the embedding of Assetplus requires further quality management oversight across the service in 2017/18. Staff retention and the levels of distribution of youth justice expertise across the integrated service remains an ongoing challenge, also noted in the Peer Review. Training, monitoring and support are provided by the Central Youth Justice Policy Team to ensure required standards are met.

Staff recruitment and retention in TYS

6.8 Retention of qualified social work staff in Targeted Youth Support and the impact of this for maintaining effective Youth Justice Practice continue to be a risk to delivery, notably meeting the additional training and necessary management support needs of new and/or inexperienced staff and managers within TYS teams.

6.9 Recruitment processes have been reviewed and recruitment packs are to be introduced which will be specific about the skill set and expertise required, which should help attract more qualified and experienced staff. The Youth Justice central team is fully engaged with supporting the teams including delivering induction and training and day to day guidance, report gatekeeping, alongside quality assurance and management reports to track progress.

Planned restructure

6.10 Further restructure of Services for Young People is on the horizon for 2018 and will require effective change management and leadership to ensure safe and effective practice is maintained. The reduction in management in the Central Youth Justice Policy Team in 2016,

due to budget reductions whilst managing new areas of responsibility for Junior Attendance Centres, Unpaid Work and the introduction of Childview and Assetplus means that any further reductions to the Central Team will need careful consideration if not to pose a significant risk to standards and service delivery.

7. Youth Justice National and Local Priorities 2017/18

The Service continues to ensure core statutory Youth Justice delivery to young people and families, Pre-court and court services and meet national and local priorities. These are outlined below and key actions detailed in the Youth Justice Service delivery plan 2017-18 which is monitored through the Herts Youth Justice Management Board and Services for Young People senior management group. Local priorities incorporate actions from recent Peer Review and Thematic Inspection findings.

National Youth Justice Priorities:

- To reduce the number of First time entrants to the Youth Justice System who are aged 10-17
- To reduce young people's proven re-offending
- To reduce the number of young people who are sentenced to custody.

Local priorities:

- Reduce disproportionality and ensure that outcomes and the experience of BME young people in the Youth Justice system are proportionate and fair
- Prevent the criminalisation of Looked After children in the Youth Justice system
- Ensure young offenders are supported to engage in education, training or employment.
- Prevention and safeguarding of young people at risk of gang involvement and child sexual exploitation
- Youth Justice quality assurance of assessment, planning and interventions for young people in the Youth Justice System
- Services to victims and restorative justice opportunities
- Workforce development to ensure effective and quality youth justice service delivery
- Service development to improve responses to young people affected by domestic abuse.

NATIONAL INDICATORS/ LOCAL PRIORITIES	KEY AIM	LEAD	TARGET DATE
<ul style="list-style-type: none"> • Reduce FTE to the Youth Justice System • CLA in the YJS 	<p>1. OUT OF COURT DISPOSALS</p> <ul style="list-style-type: none"> • Out of Court disposals are consistently applied & effective in diverting young people from Court where appropriate • Recommendations from the Laming Review are implemented 	<p>Youth Justice Policy team/ CS/Police</p>	<p>Sept 2017</p>
	<p>2. APPROPRIATE ADULT AND PACE TRANSFER</p> <ul style="list-style-type: none"> • Young people at the Police station are safeguarded • Prevent overnight detention at the Police station for children arrested and refused bail • Prevent offending and reoffending of CLA 	<p>Youth Justice Policy team</p> <p>CS</p>	<p>March 2018</p>
	<p>3. SERVICES TO COURTS</p> <ul style="list-style-type: none"> • Ensure effective representation and Youth Court Practice • Confidence of the Courts and Public is maintained and justice is served to victims and communities. 	<p>YJ Policy team</p>	<p>March 2018</p>

<ul style="list-style-type: none"> • Reduce FTE to the YJS • Prevent offending of CLA 	<p>4. PREVENTION AND EARLY HELP</p> <ul style="list-style-type: none"> • Families are offered early help to prevent escalation into specialist services. • Services are joined up to ensure most positive outcomes for young people and families • Children in the care system are not disadvantaged in the YJS 	<p>Police/Youth Justice/TYS/ Intensive Families First/ 'In care out of trouble' working group</p>	<p>March 2018</p>
<ul style="list-style-type: none"> • Equality and diversity in the YJS 	<p>5. REDUCE DISPROPORTIONALITY</p> <ul style="list-style-type: none"> • Ensure that outcomes and the experience of minority groups including BME young people in the YJS are proportionate and fair 	<p>PMG /TYS management group/YJ Policy Team</p>	<p>Sept 2017</p>

<ul style="list-style-type: none"> • Reduce reoffending • Assetplus implementation • YJ Quality Assurance 	<p>6. EFFECTIVE ASSESSMENT & RISK MANAGEMENT</p> <ul style="list-style-type: none"> • Ensure that public protection risk and vulnerability are managed effectively. • Reduce risk to victims and communities. • Prevent radicalisation • All managers involved in overseeing the quality of performance in YJ work do so to a consistently high standard within and between localities and teams - Peer Review Action (“PRA”) • There is a shared understanding of good quality assessment planning and intervention for young people in the YJS (PRA) 	<p>YJ Policy team/ TYS managers</p>	<p>Sept 2017</p>
<ul style="list-style-type: none"> • Reduce reoffending • Ensure young offenders are engaged in ETE. • Equality & diversity in the YJS • Reduce reoffending • Reduce the use of custody • Increase restorative justice opportunities 	<p>7. EDUCATION TRAINING & EMPLOYMENT</p> <ul style="list-style-type: none"> • Information is shared to ensure effective risk management of serious sexual or violent offences in schools and colleges • Young people with SEN needs are supported Young people are engaged in ETE and supported to improve employability 	<p>YJ Policy Team/YCH</p>	<p>Ongoing</p>
<ul style="list-style-type: none"> • Reduce reoffending • Reduce the use of custody • Increase restorative justice opportunities 	<p>8. RESTORATIVE JUSTICE</p> <ul style="list-style-type: none"> • Unpaid work & reparation provide learning opportunities for young People 	<p>Youth Justice Policy Team</p>	<p>March 2018</p>

<ul style="list-style-type: none"> • Resettlement 	<ul style="list-style-type: none"> • Able to demonstrate that the victim perspective is apparent and influential wherever relevant and it contributes to Assessment Planning Intervention and Supervision of Young people in the Youth Justice system • Young people make amends to victims and /or make a positive contribution to their community in as direct and relevant way as possible 		
<ul style="list-style-type: none"> • Reduce reoffending • Reduce the use of custody • Resettlement • Equality and diversity 	<p>9. GROUP PROGRAMMES</p> <ul style="list-style-type: none"> • A range of effective programmes is available countywide to address young peoples' offending behaviour • Provide robust programme options available to the Courts to support sentencing options 	<p>Youth Justice Policy Manager</p>	<p>March 2018</p>
<ul style="list-style-type: none"> • Implementation of national Assetplus assessment framework 	<p>10. ASSETPLUS</p> <ul style="list-style-type: none"> • Ensure effective assessment and risk management 		
<ul style="list-style-type: none"> • Reduce the use of custody • Effective remand management • Resettlement support 	<p>11. CUSTODY & REMAND MANAGEMENT</p> <ul style="list-style-type: none"> • maintain low custody rates • To ensure that unnecessary Remands are avoided • To Improve outcomes for young people • Good Information sharing to enable improved outcomes for young people 	<p>Youth Justice Remand Manager/ Youth Justice ISS/NPS practitioners / YJ Specialist managers</p>	<p>March 2018</p>

<ul style="list-style-type: none"> • Safeguarding young people • Reduce reoffending • Reduced the use of custody • Ensure that substance misuse service delivery arrangements are effective in delivery to YP in the YJS 	<p>12. PREVENTION & SAFEGUARDING OF YOUNG PEOPLE AT RISK OF GANG INVOLVEMENT OR SEXUAL EXPLOITATION</p> <ul style="list-style-type: none"> • Information is shared between agencies to reduce risk to communities and to safeguard young people • Young people at risk are identified and supported to prevent risk of gang embedment or gang exploitation • Young people in the Youth Justice system with substance misuse needs receive an appropriate intervention proportionate to the risk this poses to themselves, their family, & the public 	<p>Youth Justice Police/ YJ Policy Team/ CS strategy team/ AFDASH</p>	<p>March 2018</p>
<ul style="list-style-type: none"> • Ensure workforce development in Services for Young People prioritises a focus on YJ 	<p>13. WORKFORCE DEVELOPMENT</p> <ul style="list-style-type: none"> • To ensure that all staff understand Youth Justice responsibilities to young people and families, the Courts and victims of youth crime • To ensure the perception of staff of importance of youth justice as a priority is clear • Ensure that there is an effective distribution of YJ expertise across the service to ensure that teams are equipped to deliver YJ responsibilities to a required standard 	<p>SfYP HOS/YJ SP. Practice Manager/ TYS Team Managers/ YJ Policy team/AD SfYP/PMG</p>	<p>January 2018</p>
<ul style="list-style-type: none"> • To develop a communication strategy that highlights Youth Justice successes and contributions to wider services 	<p>14. YOUTH JUSTICE SERVICE CONTRIBUTION</p> <ul style="list-style-type: none"> • Ensure staff are aware of the relevance and importance of the youth justice contribution to wider services and of the youth justice 'journey' • To provide performance data that supports a wider understanding of trends and themes and of impact of YJ contribution • Understanding of the contribution and value of YJS partners to the 	<p>YJ Policy Team/Police/</p>	<p>January 2018</p>

<ul style="list-style-type: none"> • Service engagement with young people involved in domestic abuse 	<p>Youth Justice Service and wider Children's Services</p>		
	<p>15. DOMESTIC ABUSE</p> <ul style="list-style-type: none"> • To increase confidence in identifying domestic abuse in relation to young people in the YJS • To ensure evidence of identification of domestic abuse in assessment and planning • To establish quality, recognised domestic abuse interventions to meet the needs of individuals and families • To ensure understanding and a clear evidence base in relation to the needs of young victims of domestic abuse and to support improved outcomes 	<p>YJ Policy Team/Vince Hibbard</p>	<p>March 2018</p>

Appendix 2

Hertfordshire Data Summary April - March 2017

Final v 1.0

England

Hertfordshire

South East

Hertfordshire

Hertfordshire

Hertfordshire

Hertfordshire

Hertfordshire

* Select the desired YOTS or Composition YOTS tab

YOT comparison group selected*

PCC area

Region

YOT

Indicators

FTE PNC rate per 100,000 of 10-17 population **Good performance is typified by a negative percentage

Jan 16 - Dec 16	314	256	314	327
Jan 15 - Dec 15	316	318	316	373
percent change from selected baseline	-0.9%	-19.3%	-0.9%	-12.2%

Use of custody rate per 1,000 of 10-17 population **Good performance is typified by a low rate

Apr 16 - Mar 17	0.27	0.20	0.27	0.37
Apr 15 - Mar 16	0.23	0.25	0.23	0.41
change from selected baseline	0.05	-0.04	0.05	-0.05

Reoffending rates after 12 months

Reoffences per reoffender Jul 14 - Jun 15 cohort (latest period)

Reoffences per reoffender Jul 14 - Jun 15 cohort	3.03	3.32	3.03	3.34
Reoffences per reoffender Jul 13 - Jun 14 cohort	2.58	3.10	2.58	3.14
change from selected baseline	17.4%	7.2%	17.4%	6.2%

frequency rate - Jul 14 - Jun 15 cohort (latest period)

frequency rate - Jul 14 - Jun 15 cohort	0.97	1.17	0.97	1.26
frequency rate - Jul 13 - Jun 14 cohort	0.93	1.12	0.93	1.18
change from selected baseline	4.7%	4.0%	4.7%	6.4%

binary rate - Jul 14 - Jun 15 cohort (latest period)

binary rate - Jul 14 - Jun 15 cohort	32.0%	35.2%	32.0%	37.7%
binary rate - Jul 13 - Jun 14 cohort	35.9%	36.3%	35.9%	37.7%
percentage point change from selected baseline	-3.9%	-1.1%	-3.9%	0.0%

Throughput data Apr - Mar 17

Total offences	2046
Total disposals	1035

Select FTE baseline
Jan 15 - Dec 15

Select Custody baseline
Apr 15 - Mar 16

Select Reoffending baseline
Jul 13 - Jun 14

Appendix 3

Fig 1: First Time Entrants to the Youth Justice System

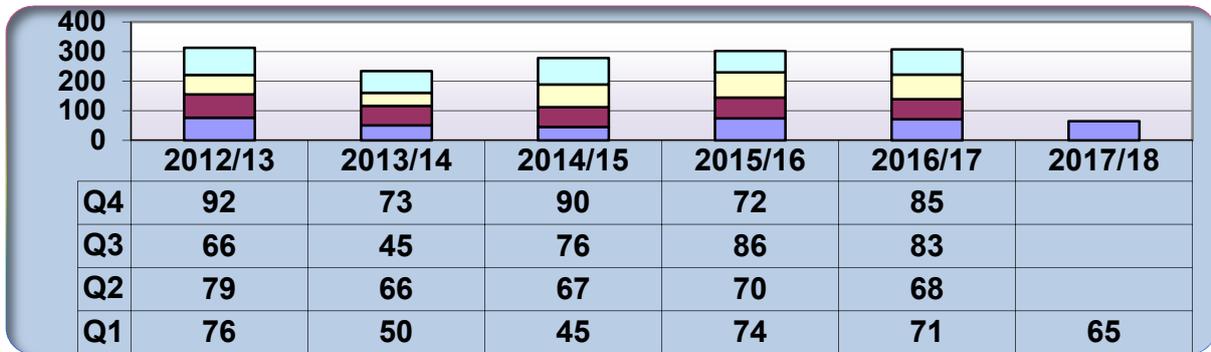


Fig 2: Quarterly data for number of young offender and offences April 2015 - end June 2017

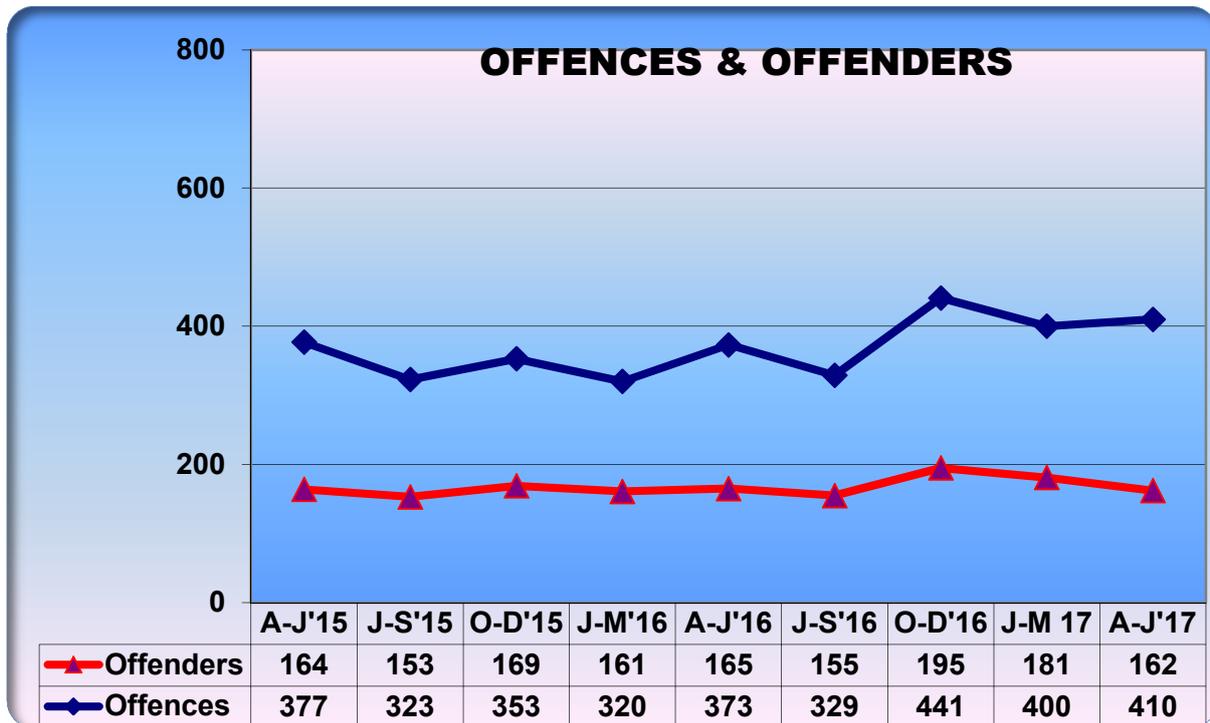


Fig 3: Custodial sentences as a proportion of all disposals for young people

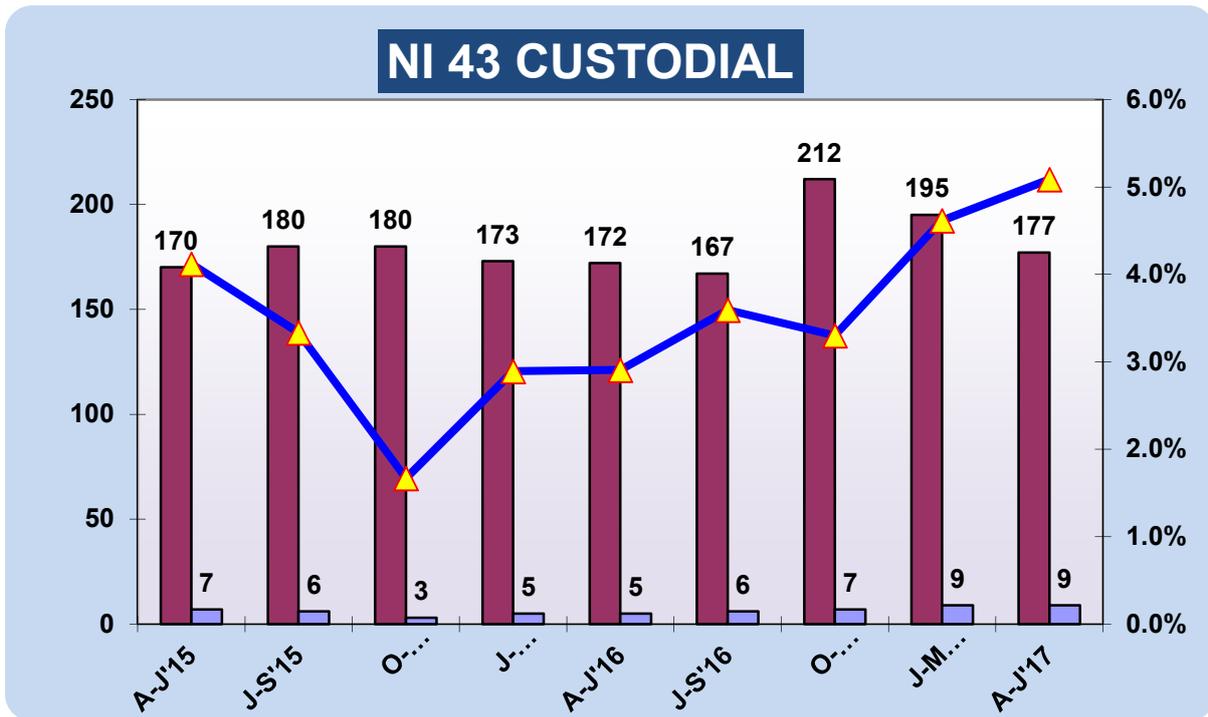
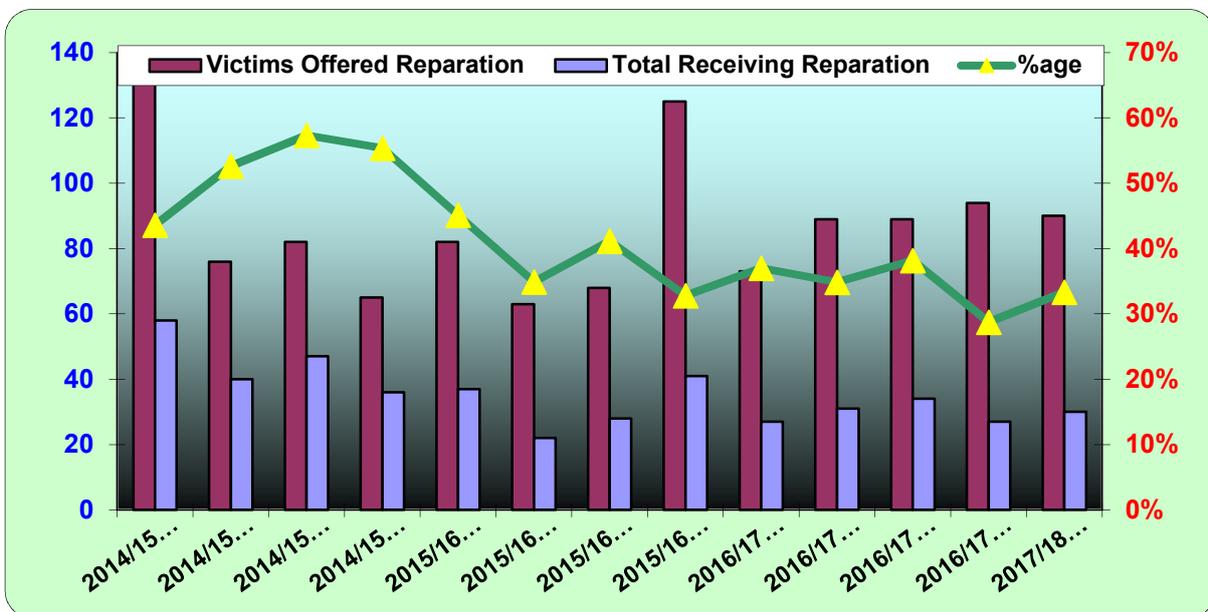
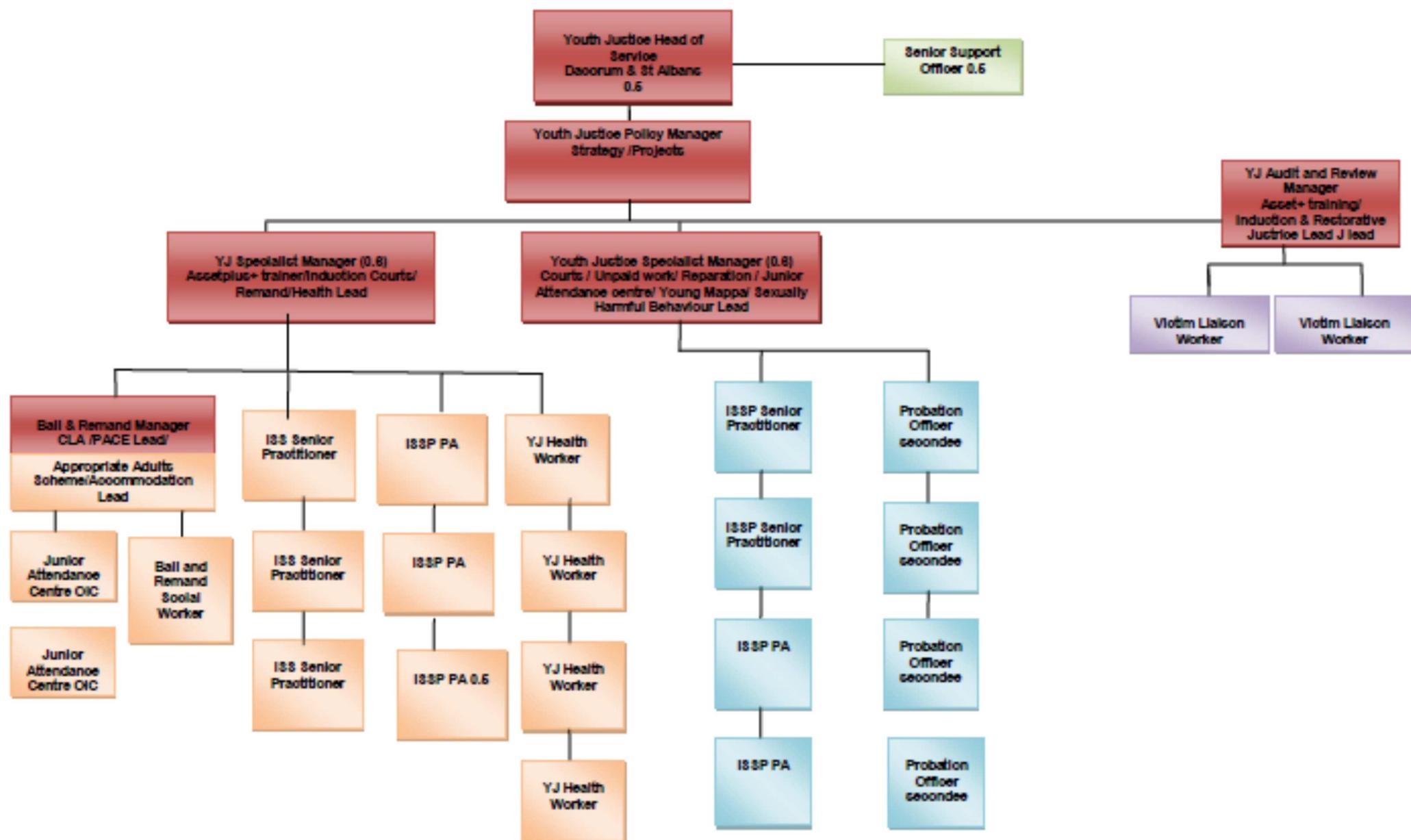


Fig 4: Restorative Justice

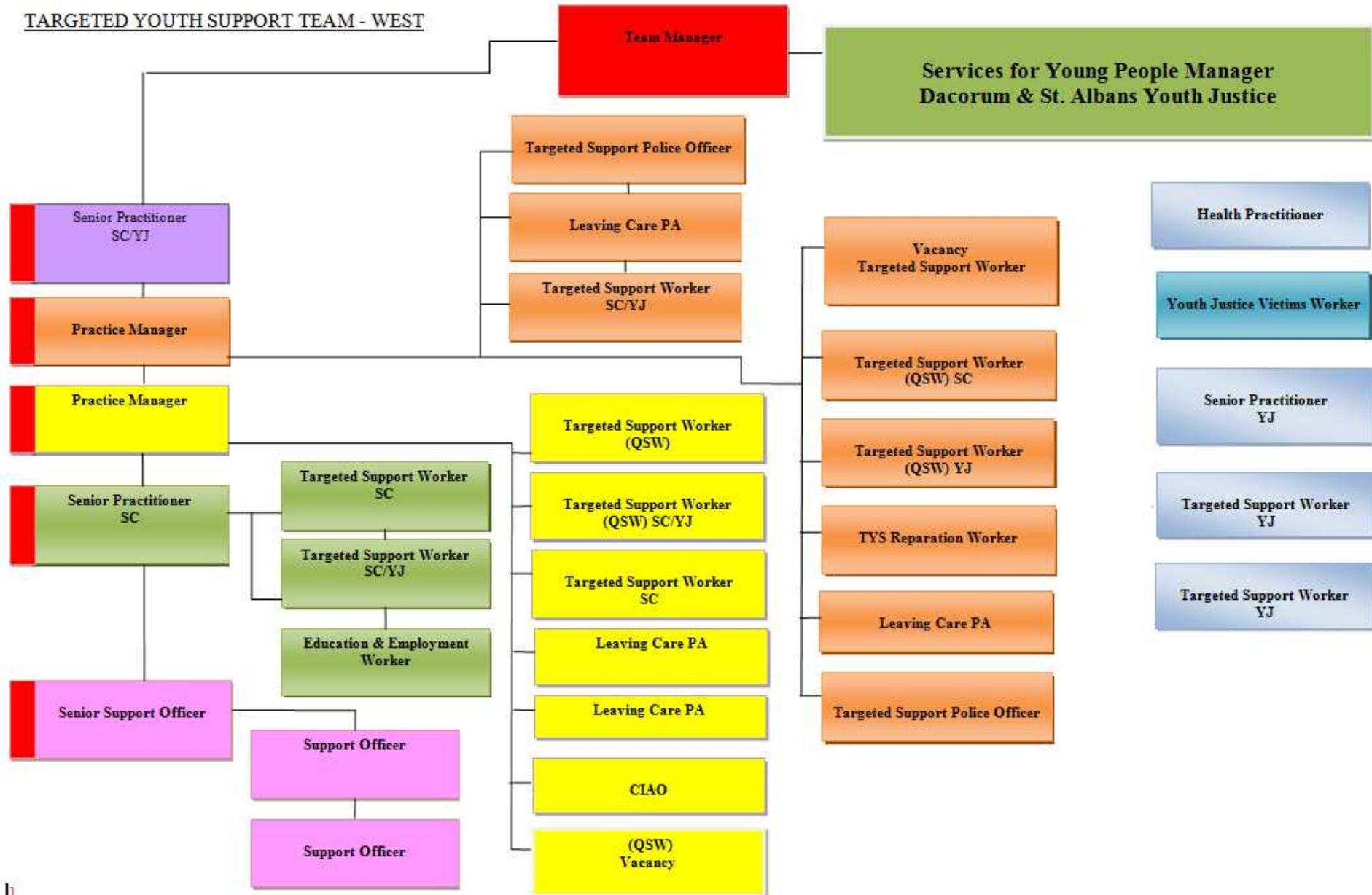


Appendix 4 – Youth Justice Policy Team



Appendix 4

TARGETED YOUTH SUPPORT TEAM - WEST



Appendix 5**Table1 - Hertfordshire Partner Contributions to the Youth Offending Partnership Pooled Budget 2017/18.**

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Local Authority *	2,211,192	0	228,932	2,440,123
Police Service	103,833	457,894	10,750	572,477
National Probation Service	17,599	131,418	1,822	150,839
Health Service	44,898	129,202	4,648	178,748
Police and Crime Commissioner**	83,594	0	8,655	92,249
YJB Good Practice Grant	594,254	0	61,525	655,779
Other***	0	0	0	0
Total	3,055,370	718,514	316,332	4,090,215

Appendix 6

Expenditure							
Cost Centre	Description	Gross Expenditure Budget	Percentage Spend Applicable to Youth Justice	Total Youth Justice Budget	Forecast Outturn	Variance	Comments
27158	YOT IRS Grant	£20,982	100%	£20,982	£20,982	£0	
27420	Youth Justice Policy	£775,415	100%	£775,415	£763,421	£-11,993	
27408	Wat & 3 Rivers Targ	£948,239	50.89%	£482,559	£505,123	£22,565	
27410	Eherts & Brox TGD	£957,730	50.89%	£487,389	£474,926	£-12,463	
27417	WelHat & Hertsm Targ	£996,608	50.89%	£507,174	£485,138	£-22,036	
27419	Dac & St Albans Targ	£1,003,734	50.89%	£510,800	£456,133	£-54,667	
27423	NHerts & Stev Targ	£1,118,024	50.89%	£568,962	£552,963	£-15,999	
40186	Senior Management Cover	£96,161	100%	£96,161	£0	£0	
	Total	£5,916,891		£3,449,441	£3,258,687	£-94,593	The underspend is due to staff vacancies in hard to fill posts.

Source of Funding								
Cost Centre	Description	Total YJ Budget	Youth Justice Board Funding	Herts Constabulary Contribution	Public Health Contribution	Probation Contribution	Police and Crime Commissioner Contribution	HCC Funding
27158	YOT IRS Grant	£20,982	£20,982					£0
27420	Youth Justice Policy	£775,415	£67,092	£118,000	£51,024	£20,000	£95,000	£424,298
27408	Wat & 3 Rivers Targ	£482,559	£95,686					£386,873
27410	Eherts & Brox TGD	£487,389	£116,982					£370,407
27417	WelHat & Hertsm Targ	£507,174	£95,613					£411,561
27419	Dac & St Albans Targ	£510,800	£131,155					£379,645
27423	NHerts & Stev Targ	£568,962	£147,825					£421,137
40186	Senior Management Cover	£96,161	£0					£96,161
		£3,449,441	£675,335	£118,000	£51,024	£20,000	£95,000	£2,490,082

Notes	Description
1	Targeted Team expenditure is prepared in accordance with a methodology agreed by the Youth Justice Management Team. A proportion of Targeted Team activity is attributed to Youth Justice.



HERTFORDSHIRE YOUTH OFFENDING TEAM

**Please find attached Hertfordshire Youth Justice Strategic Plan 2017-2018
July 2017 update**

Signature:-

Date:- 28th August 2017

**Lindsay Edwards
Chair of YJ Management Board**

Signature:-

Date:- 28th August 2017

**Nick Smith
Head of Service for Youth Justice**