

**Brighton & Hove Youth Justice Strategy  
2017/19**

# Current Performance

Figures based on the year April 2016 to March 2017

## Reoffending

Apr 13 to Mar 14



● Offenders ● Reoffenders

Binary Rate 48% (England 37.9%)

### Court Disposals Resulting in a Custodial Sentence

2015-16



2016-17



Apr 14 to Mar 15



● Offenders ● Reoffenders

Binary Rate 39.4% (England 37.7%)

### Number of looked after young people on the caseload on the last day of the quarter

Q4 15-16



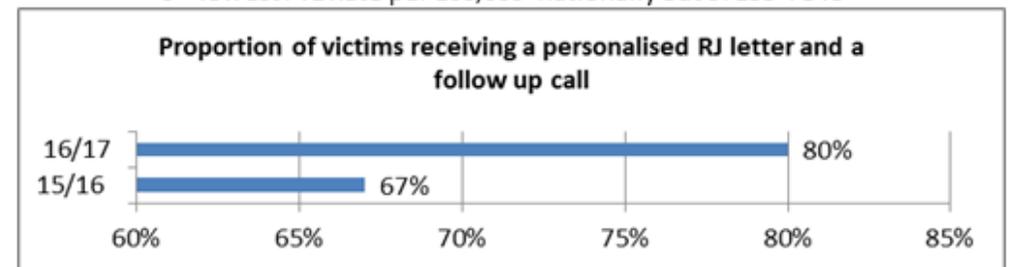
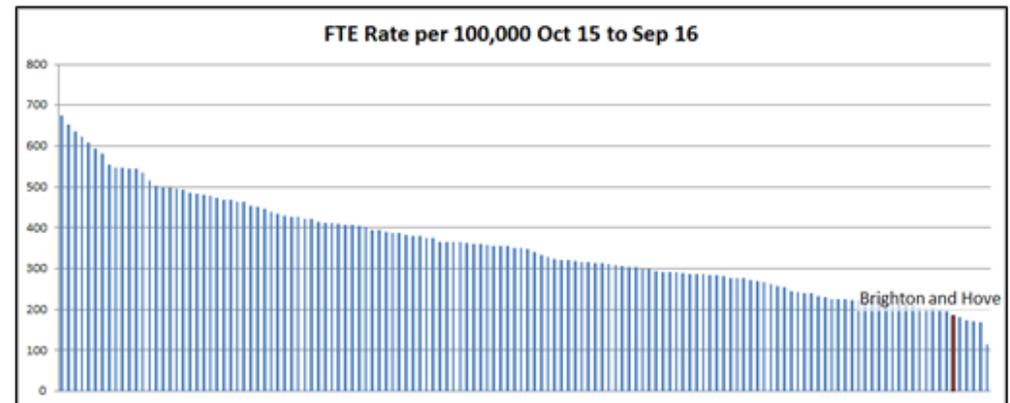
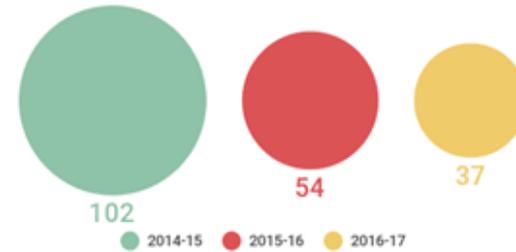
19 (23% of the YOS Caseload)

Q4 16-17



14 (22% of the YOS Caseload)

## First Time Entrants (FTE) to the Youth Justice System



## INTRODUCTION

The Crime and Disorder Act 1998 places a statutory responsibility on local authorities acting with statutory partner agencies to establish a Youth Offending Team (YOT). The statutory function of the YOT is to co-ordinate the provision of youth justice services. The Act also sets out responsibilities in relation to the production of a Youth Justice Plan setting out how youth justice services are to be provided, how the YOT will operate and which functions it will carry out.

The Brighton & Hove Youth Justice Strategy covers a three year period from 2016/17 to 2018/19. While this strategy lays out the three year plan this is a yearly refresh to reflect any changes to the national and local youth justice landscape. While it was anticipated that the youth justice review would bring significant changes to the youth justice system and youth offending services, it has in fact not had the significant impact anticipated, with the majority of work and changes in the secure estate. However the government has committed to continue to ring fence the youth justice grant and work with local authorities to explore how local areas can be given greater flexibility to improve youth justice services.

The work of the Youth Offending Service (YOS) in Brighton & Hove continues to be governed by the Brighton & Hove Youth Justice Strategic Management Board which is comprised of statutory partners: Sussex Police, Probation, Families, Children and Learning and the Courts as well as representation from the Voluntary Sector. Brighton & Hove YOS sits within Children's Services in Brighton & Hove City Council.

Brighton & Hove YOS works with pan-Sussex YOS providers to ensure that we provide a joined up service across Sussex as young people move across geographic boundaries. This enables effective joint working with pan-Sussex partners. With changes in court services and the reduction in youth courts to two across Sussex, in Worthing and Hastings this joint work is essential. The positive relationships between the different providers and the court staff have supported the work on the transition to two courts. The three Sussex YOS' also work together with the Police and Crime Commissioner to address issues that affect young people and youth offending, and are joint partners on the Sussex Criminal Justice Board, currently represented by East Sussex YOS.

During 2016/17 the Reaching your Potential project ended and the work was absorbed into the YOS, continued additional support is given to young people coming out of custody through the development of care plans that link into services delivered by the community and voluntary sector in Brighton & Hove.

# 1. Purpose, Priorities and Values

The Youth Justice Plan overseen by the Brighton & Hove YOS Strategic Management Board will focus on three primary aims: to prevent and reduce offending; reduce the use of custody; and improve the outcomes for young people by working proactively with them and their families and carers.

## Local Strategic Plans

The strategic plans which most closely relate to the strategic priorities of the YOS are the Corporate Plan, the Safe in the City Strategy and the Substance Misuse Strategy.

The role of the YOS partnership is to ensure that local partnerships and strategies give sufficient priority to the needs of children and young people at all stages of their involvement, (or potential for involvement) in the youth justice system. We will build on our partnership working in collaboration with the Safe in the City Partnership Board to ensure that the Youth Justice Plan feeds into, works alongside and incorporates the wider strategic plans for the city, including the Council's Strategic Plan, Safe in The City Strategy, Children's Strategy and the Public Health Business Plan.

The Youth Justice Strategy incorporates the purposes and ambitions of the City Council's Corporate Plan, based on the importance of the relationship between the council and the communities it serves, aiming to deliver:

- **A good life**  
Ensuring a city for all ages, inclusive of everyone and protecting the most vulnerable
- **A well run city**  
Keeping the city safe, clean, moving and connected.
- **A vibrant economy**  
Promoting a world class economy with a local workforce to match
- **A modern council**  
Providing open civic leadership and effective public services.

The service will ensure it works to the council principles of:

- **Public accountability**
- **Citizen focused**
- **Increasing equality**
- **Active citizenship**

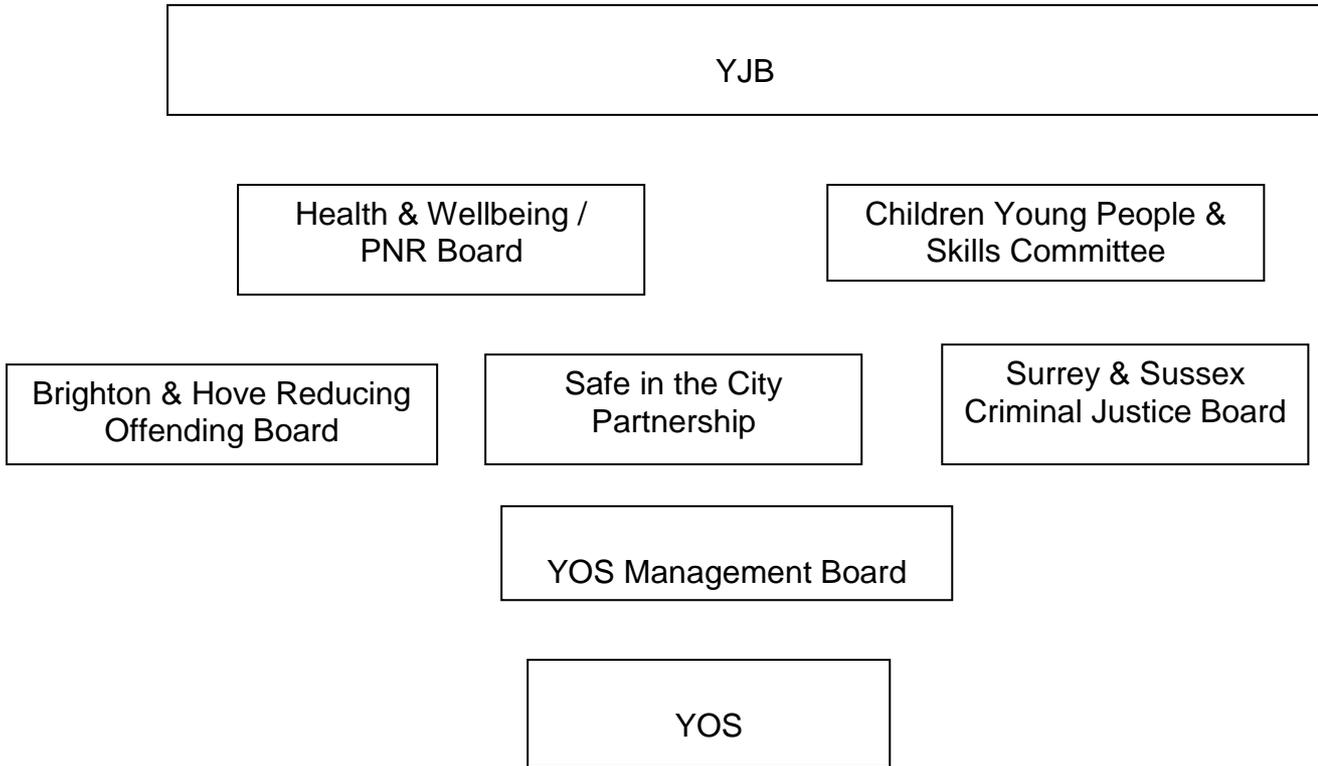
With support from all partner agencies, YOS staff are expected to enable good outcomes for our young people, families, communities and victims of crime. To achieve these outcomes, the YOS Partnership will ensure staff have the knowledge and skills to adhere to the council's six values:

- **Respect**
- **Collaboration**
- **Efficiency**
- **Openness**
- **Creativity**
- **Customer Focus**

Therefore, Brighton & Hove YOS seeks to:

1. Create a reflective and efficient culture that continuously improves, responds to lessons learned, and that reviews and consistently achieves good outcomes.
2. To manage risk and safeguard all vulnerable young people in the youth justice system and discourage those at risk of entering the system, ensuring there are no barriers to accessing services because of characteristics such as gender, sexuality, ethnicity, religion and/or disability.
3. To work collaboratively and creatively with young people and their families and carers to stop, or prevent, the young person's offending and support them to access services to enable them to realise their full potential.
4. We will support victims of youth offending, ensuring that restorative interventions are available to all victims and young people open to our service.

## 2. Structures and Governance



The YOS sits with the Social Work and YOS branch in the Families, Children and Learning Directorate within the city council. The YOS Service Manager is accountable to the Director of Families, Children and Learning through the Assistant Director of SW and YOS who monitors the YOS operationally through regular supervision. The YOS Management Board reports to the Safe in the City Partnership, chaired by the Chief Executive of Brighton & Hove City Council.

### YOS Management Board

Governance of the YOS is provided by the YOS Strategic Management Board. It oversees the local delivery of responsibilities under the Crime and Disorder Act 1998 for the Youth Offending Service. Chaired by the Director of Families, Children and Learning, the Board is responsible for the governance of the Service and monitors and challenges the functions and performance of the YOS and the wider partnership. The Board reports to the City Council's Children and Young People's committee/Health and Well Being Board annually on the strategic plan and quarterly to the Safe in the City Partnership, the Reducing Reoffending Board and the Youth Justice Board. The YOS is represented at strategic level on the Brighton & Hove Safe in the City Partnership and LSCB. The YOS Board will also report to and seek governance from the Sussex Criminal Justice Board as appropriate.

The YOS Strategic Management Board meets quarterly and is made up of the members of the Community Safety Partnership who have statutory responsibility for YOS funding and other agencies, such as Courts and voluntary sector. The board is made up of members who are senior representatives of their organisations and are able to make a significant contribution to the prevention and reduction of youth crime, with enough seniority and authority to be able to commit resources to the YOS and wider youth crime agenda.

The YOS Strategic Management Board scrutinises YOS performance and develops actions for improvement where necessary. Its purpose is also to provide clarity for partners about the scope of their role in governing the YOS and to maintain a good understanding of the range and quality of youth justice services delivered in Brighton & Hove. Staffing and resource issues are reviewed and the Board assists in setting the strategic direction of the YOS.

The YOS Management Board takes an active role in ensuring that young people who come into the youth justice system and those on the periphery, have access to universal and specialist services within Brighton & Hove and that partner agencies recognise and maintain responsibility for contributing to the reduction of offending by children and young people.

The board is currently working with partners to look at wider issues around vulnerable and at risk adolescents and is considering whether the YOS board should become part of a wider adolescent board that has oversight and governance of the work in the city around the complex adolescents, this will incorporate and scrutinise housing, mental health, substance misuse, teenage pregnancy.

## **What the Board does to ensure effective governance**

- Supports the YOS in achieving its principal aims of reducing the number of first time entrants, reducing reoffending and reducing the use of custody.
- Ensures the effective delivery of youth justice services via monitoring of the implementation of the annual youth justice strategic plan.
- Monitors YOS performance against the National Indicators by scrutinising comprehensive quarterly performance reports and monitoring the progress of the actions for improvement where needed.
- Scrutinises the YOS annual spending to ensure that all core YOS services are delivered within the allocated budget.
- Ensures that the YOS is fully integrated into and able to influence strategic developments with which the partners are engaged.
- Reviews YOS delivery through case studies and thematic reviews.
- Ensures timely submission of data, oversees compliance with secure estate placement information, completion of national standards audit and procedures for reviewing community safety and public protection incidents.

- Works to overcome barriers to delivery and holds partners to account, ensuring all make an effective contribution to delivering against key performance indicators.

All key partners are represented on the Management Board and where appropriate the Board will extend its membership to other partners to ensure the progression of a specific development issue.

## Membership

<b>Name</b>	<b>Role and Agency</b>
Pinaki Ghoshal	Director of Families, Children and Learning, BHCC
Helen Gulvin	Assistant Director of Families, Children and Learning, BHCC
Andrea Saunders	Head of Sussex Probation Service
Naomi Hawes	Justice Clerk, Surrey and Sussex HMCTS
Gavin Thomas	Service Manager, Access to Education, BHCC
Chris Veale	Chief Inspector, Sussex Police
John Willett	Partnership Manager, Office of PCC
Debbie Piggott	Director, CRC
Tracey John	Assistant Director of Housing, BHCC
Peter Castleton	Community Safety Manager, BHCC
Kerry Clarke	Strategic Commissioner, Public Health, BHCC
To be identified	(Voluntary Sector Representative)
Anne Foster	Head of Commissioning, CCG

## Inspections- Responses

During 2015/16 Brighton & Hove Management Board reviewed the HMIP Thematic Inspection on Desistance and Young People. It was recognised that moving to AssetPlus will enable the YOS to work in a more focused way around desistance. It was additionally identified that the move to the POD structure in the YOS and Social Work has allowed a greater joint focus on desistance.

The thematic inspection on Referral Orders was also reviewed by the board. It was recognised that Brighton & Hove YOS have over the last few years made significant strides in ensuring the YOS and Panels work well together to ensure robust processes and referral order plans are in place, as well as involvement of victims.

The thematic report on accommodation was brought to the board and as a result an audit on accommodation of 16-17 years olds is being undertaken to ensure that are in safe and appropriate accommodation.

## 3. Resourcing and Value for Money

### Budgets

The YOS is funded through contributions from the statutory partner agencies in accordance with the Crime and Disorder Act 1998. These are the Local Authority (including Education), the National Probation Service, the National Health Service and the Police Service. The table below shows the amount of funding from each of the partner agencies for the year 2017/18.

Below is the current 2017/18 budget

<b>Contributing organisation (2015/16)</b>	<b>Amount (£)</b>	<b>In Kind</b>
<b>BHCC</b>	£941,400	0.1 Ed Psych
<b>YJB</b>	£258,362	Nil
<b>PCC</b>	£90,000	Nil
<b>Police</b>	£31,000	1 IOM Police Officer and 1 seconded Officer to the team
<b>Probation</b>	£5,000	0.5 probation officer
<b>Health (SLA with SPFT, commissioned as part of CAMHS commissioning)</b>	Nil	1 FTE Band 7 nurse and psychologist) 0.1 term time psychiatrist
<b>Other</b>	Nil	
<b>Total</b>	£1,325,762	

In April 2017, the YJB confirmed a 0.5% increase to the to the YJB grant for 2017/18. The local authority has reduced funding by £30,000 for 2017/18.

Following the formation of Community Rehabilitation Companies (CRC) and the National Probation Service (NPS), the National Offender Management Service (NOMS) and the YJB have undertaken a review of the partnership between YOTs and NPS, developing a national formula with regards NPS staff into local YOS. As a result, Probation staffing within Brighton and Hove YOS reduced during 2016-17 from a full

time post to 0.5 post. This created some tension and difficulties in terms of management of the number of transition cases.

Funding from the PCC is to be maintained at last year's level. Funding contributions from the NHS through staff in kind has been maintained. Police funding is currently being review pan Sussex.

Below is the projected budget expenditure

Staff	£1,022,432
Premises	£1,460
Travel	£15,700
Supplies & Services	£103,370
Central Support Services	£182,800
<b><u>Total budgeted spend</u></b>	<b><u>£1,325,762</u></b>

During the period covered by this Youth Justice Plan, it is likely that all agencies will be looking for opportunities to make further savings due to the scale of the financial challenges ahead.

## Staffing

In accordance with the requirements of the Crime and Disorder Act 1998 the YOS has a workforce which is made up of professionals from a variety of agencies whose skills and experience complement the needs of our services users.

Staff are recruited into all the posts based upon their experience and expertise and their skills are developed through supervision, appraisal and training.

Regular analysis of need and review of service provision have underpinned staff training and development to ensure that partnership resources are used effectively. This will continue to be a priority and through the use of performance development plans we ensure that staff have clear direction and are enabled to further develop the skills required to respond to new youth justice legislation and the changing landscape in regard to regulation and inspection.

To ensure the quality of practice by the workforce, and as part of the workforce development plan, all staff will be supervised in line with Families, Children and Learning social work supervision policy and Performance Development Plans will be undertaken on a yearly basis with a 6 month review cycle. There is also a robust quality assurance framework in place to ensure staff are working in an effective evidence based way.

In recognising most young people now entering the youth justice system are complex, with high levels of presenting need and risk youth, we are now recruiting only qualified staff for case work positions.

The practice group (pod) structure within the service has allowed for greater support and mentoring from managers, senior workers and other qualified staff to unqualified practitioners who undertake case management.

The YOS has a good range of specialist skills in the team. Specialist services located within or attached to the YOS team include:

Children and Adolescent Mental Health Services (CAMHS) specialist nurse and psychologist; CAMHS consultant; substance misuse worker, educational psychologist; education workers, functional family therapy worker; a restorative justice coordinator; restorative justice support workers and a victim support worker.

The substance misuse worker while employed by the YOS is linked to ru-ok, the young person's specialist substance misuse service.

CAMHS provide a 0.5 mental health nurse and 0.5 psychologist into the service as well as a consultant for 1 session (4 hours) per week.

Through the provision of the education worker, the YOS is able to support young people into education, employment and training (ETE) as well as deliver restorative interventions in school. The workers also work with the behaviour and attendance team to address the educational needs of young people on the periphery of offending, alongside those who are working with the YOS.

In order to achieve the reductions in funding, vacant posts have been deleted. However, the service is constantly reviewing the skill mix in order to ensure that it has in place sufficiently skilled workers to maintain an effective service. During 2016/17 the YOS has struggled to recruit to a senior social worker post and currently reviewing its qualified workers roles and responsibilities. This mirrors wider difficulties in the recruitment of social workers across the South East.

The adolescent social work team and extended adolescent service are co-located with the YOS and this is enabling the YOS and social work services to develop and deliver intensive joint work to the complex, vulnerable, high risk adolescents that span the services. This has also enabled the YOS to work in a more robust joined up way with social work teams, on a range of issues, particularly when working with those young people at risk of child sexual exploitation and radicalisation.

### **Staffing by gender and ethnicity**

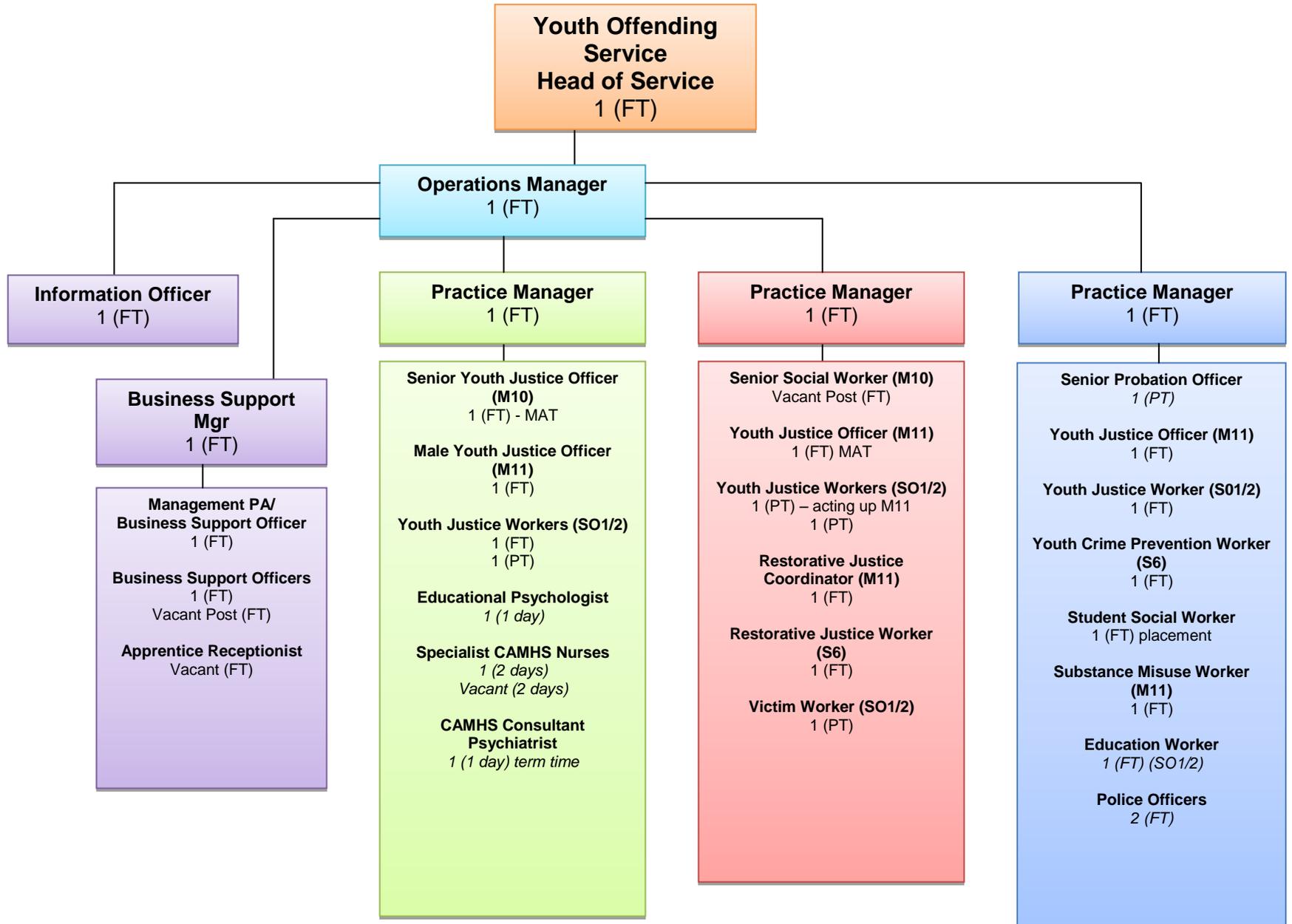
There are 31 staff in total in the YOS, of which 25 are White British, 1 White Other and 5 undisclosed, with 9 male staff and 22 female. There are 3 vacant posts and 2 staff on maternity leave.

### **Volunteers**

There are 16 volunteers currently in the YOS, of which 15 are females and 2 male all are white British.

**Restorative Justice Training:**

In total 2 volunteers are trained as restorative conferences facilitators and 10 members of staff are Restorative Justice trained (including Restorative Justice Facilitators, Restorative Justice approaches, in Writing Wrongs intervention).



## 4. Partnership arrangements

Brighton & Hove YOS is a partner on the Surrey & Sussex Criminal Justice Board (SSCJB) and it is through this Board that the pan-Sussex work is monitored and the YOS is represented on the Board and all of the sub groups. The 3 Sussex YOS managers represent each other at all the pan-Sussex meetings, with East Sussex currently the YOS representative on the Surrey & Sussex Justice Board and Brighton & Hove and West Sussex on the subgroups. .

The YOS is a partnership which includes, but also extends beyond, the direct delivery of youth justice services. In order to deliver youth justice outcomes, the YOS must be able to function effectively in both of the two key sectors within which it operates:

- criminal justice services
- services for children and young people

The YOS partnership must ensure a strong strategic fit with the Families, Children and Learning Directorate and the Safe in the City Partnership, and through these into the wider local strategic partnerships and strategies.

In order to do this the YOS contributes to a number of the working groups which have been set up to develop and deliver appropriate plans and services to support the priorities for Brighton & Hove children and young people.

The YOS is represented by a number of multi-agency meetings including:

- Child and Adolescent Mental Health Services (CAMHS) Partnership
- LSCB
- Safe in the City Partnership
- Pan Sussex Police Crime Liaison Diversion Steering Group

During 2014/15 the YOS developed and rolled out protocols with Children's Social Care, to reduce the offending of children known, to them and to define roles and responsibilities in regard to the management of cases where both services are involved with the young person / family. During 2015/16 the YOS has worked with social work teams to embed the joint protocol. With the development of the social work pods and the YOS managers included in the management structure of social work all of this has led to an increase in joint working and understanding between the services. We undertook a joint audit of prolific reoffenders and the learning was shared between the YOS and social work and the YOS was involved in the LSCB joint audit of CSE cases. This has enabled us to develop closer joint working, with YOS managers now integrated into reflective supervision with social work managers and part of a Social Work Risk and Decision Making continued professional development masters module at University of Sussex. The YOS has also been asked to deliver guest lectures in youth justice at University of Sussex for the social work BA Honours and Masters courses.

The YOS continues to work closely with the Troubled Family Team (Integrated Team for Families) in Brighton & Hove. The YOS works with ITF to identify those young people and families known to the YOS who meet the Troubled Families criteria and works with them to ensure that any additional support needs are addressed.

The YOS is embedded in the Prevent partnership in Brighton & Hove and is a standing member of the Channel Panel. Additionally, the YOS Operations Manager is a trained WRAP and Prevent trainer.

## Wider partnership agreements

The YOS has developed a number of wider partnership arrangements with the community and voluntary sector and across the statutory sector not just in Brighton & Hove but also with East and West Sussex.

Brighton & Hove, along with East and West Sussex, have worked in collaboration with the Functional Family Therapy team (FFT) to provide FFT to those at risk of receiving custodial sentences or entering care as a result of their offending.

The court provision continues to reduce across Sussex. Following the introduction of one Saturday court for the whole of Sussex, further reductions will be introduced in April 2017. At this time Brighton Youth Court will be moved to Worthing and there will be a joint Brighton/West Sussex Youth Court. We are working with West Sussex YOS to ensure we deliver the most effective service to all our young people and will monitor the impact of the move on our young people.

Brighton & Hove YOS with Audio Active received funding from Youth Music for a music mentoring project. This funding ended in 2016/17, however new funding is being sought in partnership with audio active and The Clock Tower Sanctuary.

## Surrey & Sussex Justice Board

Brighton & Hove YOS is a member of the Sussex (and Surrey) Criminal Justice Board (SSCJB), with East and West Sussex YOS'.

Local Criminal Justice Boards (LCJBs) are an important element of the Criminal Justice System (CJS). The aim is to join up local criminal justice agencies across an area, and create a system where they work together to achieve common aims and objectives. The Surrey & Sussex Justice Board are working together to link up across the wider area and making significant progress in achieving both nationally and locally set targets. The aim is to deliver a more effective, transparent and responsive Criminal Justice System for victims and the public.

The Surrey & Sussex Criminal Justice Board is committed to delivering improvements for victims and witnesses, suspects and offenders, and the general public of Surrey & Sussex through investments in modern technology and better ways of working.

Representation on the SSCJB for YOS is undertaken currently by the Heads of Service for the three Sussex Youth Offending Services on a rotational basis, East Sussex currently represents the three authorities. There are a number of working groups set up to develop and deliver the SCJ Board's priorities. These consist of representatives of the Criminal Justice Agencies within Sussex. YOS representation on these working groups is shared amongst the Sussex YOS Managers. Currently Brighton & Hove is a member of the Efficiency Board, and the Sussex Restorative Justice Partnership. The role of the efficiency board group is to oversee the roll out of Transforming Summary Justice, review IT systems across the criminal justice system and identify where efficiencies can be made, for example through the linking up of IT systems and the use of video conferencing.

Brighton & Hove YOS is fully involved with SSCJB in contributing to the vision and strategy.

## **Sussex Police and Crime Commissioner**

Brighton & Hove YOS works closely with the PCC and the local Safe in the City partnership, receiving funding from the PCC via the community Safety Grant agreement. As part of this close working the YOS is working with the PCC to support the delivery of its 4 main objectives

1. Strengthen local policing
2. Work with local communities and partners to keep Sussex safe
3. Protect our vulnerable and help victims cope and recover from crime and abuse
4. Improve access to justice for victims and witnesses

The YOS with this partnership is working towards the Restorative Service Quality Marker (RSQM)

## **5. Risk and Development in Future Delivery**

### **Financial**

The greatest risk to future delivery is the financial uncertainty faced within the public sector and within the criminal justice system. The YOS effective practice grant, which makes up

about 30% of the YOS overall budget, this has remained at its 2016/17 level. The statutory members of the YOS partnership, including the Local Authority, are all experiencing pressures within their own agencies and this will inevitably affect the degree to which they are able to contribute financially and 'in kind' to the YOS. Within Brighton & Hove the impact of the local authority reduction in early help and the youth service are not yet known, however it may have a long term effect on the number of FTE's. It is likely that a significant number of young people known to these services are diverted away from the criminal justice system and offending.

The YOS structure has enabled the YOS to use staff resources creatively, by mixing roles and responsibilities of statutory, preventative and part time staff in order to meet the needs of the client group and service priorities. While the YOS Partnership has ensured that flexibility and a range of skills are contained within the workforce, over the last three years there has been a gradual reduction of staff and posts. In the future as resources become more constrained, the YOS partnership will have to review what it delivers.

Due to the work diverting young people out of the criminal justice system and away from offending, those now in the system nationally are more complex and have high level needs. Brighton & Hove YOS recognise this and aims to recruit qualified staff to work with young people on statutory orders. However, recruitment is difficult and over the last year has failed to recruit to a vacant social worker post despite advertising three times. While the requirements of this post are being reviewed, the recruitment of qualified staff continues to be an issue, made more difficult by the fact that there is no recognised professional qualification/registration for youth justice practitioners.

As a result of the Legal Aid Sentencing and Punishment of Offenders Act (LASPO), from 2013/14, remand budgets previously funded from central government became the responsibility of Local Authorities. While some funding is provided by the Youth Justice Board were cuts to this budget in 2016/17 and it is not yet known if there will be any further reductions in 2017/18. During 2016/17, we have had a significant increase in the number of remanded bed nights used due to some young people having significant remand periods due to the seriousness of their offending and Crown Court remittals. It is essential that the YOS continues to work closely with social work teams and other partners to provide robust packages that divert young people both away from custody and remand.

## **Structural Changes**

The YOS in 2016/17 saw a reduction in staffing levels from probation and a reduction in their ongoing funding. While the funding reduction has been absorbed the reduction in staffing has offered some challenges, particularly in managing the number of young people transitioning to probation. This has increased with Probation now able to work with 18 year olds on Referral Orders.

The YOS Partnership will need to ensure that the National Probation Service and Community Rehabilitation Companies continue work with the YOS board, to manage the transitions of young people into adult services, ensuring they receive a safe and appropriate service which addresses their needs as offenders but also as young adults.

## Challenges

Brighton & Hove YOS has begun to make inroads in the work with young people who are re-offending and the reoffending rates have been dropping. . The numbers have been reducing since January 2013, while the reduction was slow initially there has been a significant reduction since July 2013 up to March 2015 (the most recent data), with a 15% reduction in this time period. However while the numbers are reducing and the overall percentage of those in the cohort who re-offend is also decreasing the number of offences committed per offender remains high. Despite the significant reduction the re-offending rate

During 2016/17, Brighton & Hove YOS moved to AssetPlus, the new assessment and planning framework developed by the Youth Justice Board (YJB) to replace Asset and its associated tools. It incorporates both the lessons learned from Asset and reflects updated research and academic theory. The tool is designed to reflect the changing context for practice in which there is greater emphasis being placed on flexibility and the importance of professional discretion and judgement, and marks a significant change to youth justice practice.

While AssetPlus has been rolled out, a number of implications for our working practices have arisen. This includes our quality assurance processes, IT systems, and our interface with our partner agencies including the Courts and our transfers from YOS to YOS and YOS to adult services. These areas have all been reviewed and are under ongoing scrutiny.

Joint work with young women and young men at risk of serious harm and criminal activity is developing within Families, Children and Learning, Adolescent Provision. This service enables YOS and Children's social work staff to collaborate closely and make good use of resources and skills.

With the increase in the number of young people at risk of radicalisation and exploitation over the last year, the YOS has worked closely with the Police, Prevent Team and wider Families, Children and Learning to address the issues facing young people in Brighton & Hove.

# Key Priorities

Throughout all of the priorities there will be some cross cutting themes that the management board will monitor. These will be:

- Quality of practice monitored through the workforce development plan
- Service user perspective and participation, monitored through service user feedback and the development of a service user forum, in line with the wider Families, Children and Learning Participation Strategy which is being developed
- Equality and Diversity through the Equality Impact Assessment on the Strategic plan
- Pan-Sussex work through the Sussex Criminal Justice Board.

In order to ensure that the priorities are being met across all agencies there will be annual analytical review of the causes and patterns of crime and disorder in the city. Key findings from the analysis will inform both the YOS strategic review and plan but also partners' business plans. It will include a review of offence types and characteristics of offenders.

The key priorities for 2017/18 are:

1. Preventing youth crime and reducing offending
2. Reducing reoffending
3. Keeping the number of children and young people in custody to a minimum
4. To ensure that victims are at the heart of the work with young people in our service, and the voice of victims is heard
5. To reduce the number of vulnerable young people in the youth justice system, with a focus on looked after children and those at risk of exploitation.

## **Priority 1:**

### **Preventing Youth Crime and Reducing Offending**

#### **Why is this a priority?**

Intervening early to address risk factors, challenge anti-social behaviour and improve parenting, prevents children, young people and their families from becoming socially excluded and therefore less likely to offend or reoffend in the future.

#### **What is our aim?**

Building on the success in the reduction of the number of First Time Entrants (FTEs) into the youth justice system and recognising that the numbers have now stabilised.

Prevent those receiving early out of court disposals from progressing further into the youth justice system.

Increase the number of appropriate and timely referrals into the YOS diversion route by Police Neighbourhood Teams, the Schools Police Officers and Children's Social Care Teams.

Continue to ensure the YOS is linked into the Early Help Hub and MASH (Multi Agency Safeguarding Hub) to contribute to early intervention and diversion.

#### **What our Target number is.**

Our target is to maintain the number of FTEs below 37.

#### **How will we measure success?**

Referral rates into YOS diversion alongside the number of FTEs will be monitored on a quarterly basis by the YOS Performance Management Board.

The YOS will also report to the management board:

- The number of FTE's
- Number of young people completing a prevention intervention programme
- Number of young people whose risk of reoffending has been reduced after completing an intervention programme

- Number of young people completing a prevention programme who have not been charged within 6 months of completion.

## **What we will achieve**

- Maintain a low level of FTE whilst ensuring that those who do not respond to prevention programmes are responded to appropriately.
- Continued close working between and including ITF (Integrated Team for Families), PCST (Partnership Community Safety team), Social Care and the police, to achieve a reduction in crime and anti-social behaviour with the children and young people from families who meet the ITF criteria.
- Embedding restorative interventions in prevention and diversion work.

## **How will we do this?**

- Continued partnership working with ru-ok?, YES (Youth Employability Service), ITF, Social Work services.
- All parents/carers whose children are referred into the YOS Prevention Service will be offered an individual or group parenting intervention.
- Regular Meetings will take place between partners and the YOS to discuss current cases/vulnerable young people, children in care and identify those at risk of offending to offer early interventions and diversion away from the criminal justice system.
- Work in partnership with Sussex Police and deliver the joint decision making prevention panel.

## **2016/17 position**

During 2016/17 we achieved

- A reduction in FTE's from 51 in 2015/16 to 37 young people
- Brighton & Hove's FTE rate for the year period ending 30<sup>th</sup> September 2016 is 185 per 100,000 which is considerably lower than the national average at 334 per 100,000 and the regional rate of 269 per 100,000. The rate for our statistical neighbours is 364 per 100,000 and 446 per 100,000 for our contextual neighbours.
- Brighton & Hove's FTE rate has fallen from 260 per 100,000 for the year ending 30<sup>th</sup> September 2015 and from 227 from the year ending 30<sup>th</sup> June 2016.

## **Priority 2:**

### **Reducing Reoffending**

#### **Why is this a priority?**

Reducing reoffending by children and young people can significantly improve their life chances as well as having a wider impact on local communities. Breaking the cycle of reoffending will result in safer communities and fewer victims of crime.

Reducing reoffending by Children in Care (CIC) is particularly important as this group of children and young people are already disadvantaged by their earlier life experiences and their offending can be the result of poor coping skills, rather than criminal intent. Nationally, CIC and care leavers are over represented in the youth justice system, so all agencies must work together to ensure that this over representation is not reflected locally.

In Brighton & Hove over the last few years the cohort of young people offending has reduced, from 350 in 2010/11 to 132 in 2014/15, and the number of offences committed has reduced from 549 in 2010/11 to 251 in 2014/15. At the same time the number of young people reoffending has decreased. In 2013/14 there were 86 reoffenders out of a cohort of 179 while in 2014/15 we saw a reduction in the cohort to 132 of which 52 were re-offenders.

The binary rate (number of offenders in the cohort who go on to reoffend) has fallen from 48% between April 2013 and March 2014 to 39.4% between April 2014 and March 2015. The rate having previously been significantly above the national average is now only just above the national figure of 37.7% and the South East average of 35%.

Brighton & Hove remains above the national and regional averages for the frequency rate of reoffending (the number of reoffences per reoffender) at 4.83 between April 2014 and March 2015. This is significantly above the national average of 3.27 and South East average of 3.28 for the April 2014 to March 2015 period.

In 2014 we set a reduction rate of reoffending based on previous year's figures of 10% and 15%. Due to the time lag in data this is difficult to measure in real time. However with the publication of the 2014/15 data we have achieved the 2016/17 amber target of 56.

#### **What is our aim?**

A proportion of young people reoffend. Within this number is a small cohort who commits a significant number of re-offences. We aim to address reoffending with our partner agencies, targeting those high risk young people and ensure there are robust joined up plans in place, which will lead to a reduction in offending behaviour and enhance public protection.

We aim to continue to reduce the number of young people who reoffend.

## **What our Target number is.**

Reduce the number of young people reoffending by 10%, from 46 to 41 young people.

## **How will we measure success?**

Data will be provided quarterly to the YOS Performance Management Board on the reoffending rate.

The YOS will also provide:

- Proportion of statutory interventions completed successfully (without reoffending)
- Proportion of young people whose risk of reoffending has reduced on completion of a YOS intervention

## **What will we aim to achieve this coming year**

- Prevent those receiving early out of court disposals or conditional discharge from reoffending and progressing through the youth justice system
- Reduce the rate of reoffending locally and ensure that Brighton & Hove performance compares favourably with the overall performance of the South East region
- Reduce the reoffending rate amongst Brighton & Hove Children in Care
- Increase the use of restorative justice amongst partner agencies and placement providers working with Children in Care to enable alternatives to prosecution to be considered
- Ensure continuation of support from partner agencies following completion of Court Ordered interventions by YOS so that the risk of reoffending is reduced
- Effective use of AssetPlus across the service.

## **How will we do this?**

- We will continue to offer voluntary intervention to young people and families when a child or young person has received an Out of Court Disposal or Conditional Discharge
- Through YOS Quality Assurance processes, implementation of our new assessment and planning framework, AssetPlus, and partnership working, we will ensure that intervention plans to prevent reoffending are robust, sequenced and

targeted at the risk factors closely linked to the likelihood of reoffending and risk of harm to others

- Ensure that on case closure, the exit strategy provides appropriate support from partner agencies, including education, for the child or young person and their family to prevent reoffending
- Monitor and review intervention plans for Children in Care who offend with social care teams and education services
- Continue to ensure joint working with Social Care and education services to deliver robust joined up work at both a prevention level and for those within the youth justice system
- Ensure that robust risk management and compliance policies and protocol are adhered to, including cases transferred in from other areas
- We will monitor all those who are high risk and subject to MAPPA / Prevent
- We will continue to understand trends in reoffending, enabling us to amend plans as required.

## **2016/17 Position**

- All young people who receive a conditional discharge are now offered a voluntary intervention.
- All young people who fail to comply with statutory requirements are given warnings in line with national standards. Additionally young people are offered a compliance panel to re-engage them. Those who continue to disengage are returned to court for breach of their order.
- Considerable work has been undertaken analysing our reoffending cohort, to understand better the trends and patterns of this group. The YOS continues to monitor this group and undertook a joint audit with social care looking at a group of high profile reoffenders.
- Continued to deliver a joint post with education to work with the most complex young people and deliver Rapid English, an evidence based communication skills programme.
- Implemented robust quality assurance processes.
- Monitoring and reviewing plans of high risk young people with multi agency partners, including Independent Reviewing Officers.
- Development of joint work with the Adolescent Social Work team.

- Development and delivery of gender specific programmes, individual and group work, to meet the needs of vulnerable high risk young women and men and the recruitment of a male worker to address and work with issues around masculinity and offending.

## **Priority 3:**

### **Keeping the number of children and young people in custody to a minimum**

#### **Why is this a priority?**

We know that custody has a detrimental impact on the lives of children and young people and their families and that their resettlement in the community is difficult.

Reoffending statistics show that short custodial sentences, in particular, are not effective in reducing further offending on release. Conversely, evidence demonstrates youth incarceration can increase reoffending. It is a priority for the YOS and partners to encourage courts to use community sentences in place of custody for all but the most serious cases.

#### **What is our aim?**

Ensure that only those who commit the most serious offences or present a risk to the local community are remanded to Youth Detention Accommodation (YDA) or receive a custodial sentence.

Maintain the confidence of partner agencies and the general public by providing robust interventions in the community as an alternative to custody.

Ensure that children and young people leaving custody receive effective support and supervision as they transfer from the secure estate and resettle into the community, to prevent them returning to custody for failure to comply with licence conditions.

#### **What our Target number is.**

We aim to reduce the number in custody to 7.

#### **How will we measure success?**

Data will be supplied to the YOS Performance Management Board on the numbers of young people remanded to youth detention accommodation or sentenced to custody on a quarterly basis.

## **What will we aim to achieve this coming year**

- Ensure that only those young people who have committed the most serious offences or are a present risk to the public receive a custodial sentence or are remanded to YDA.
- Provide robust alternatives to custody, utilising partner agency resources.

## **How will we do this?**

- Provide the Courts with robust bail support packages, which include support from partner agencies where appropriate, to reduce the risk of remand to Local Authority Accommodation or remand to Youth Detention Accommodation.
- YOS Service Manager will continue to work with the Her Majesties Court Services to improve the throughput for youth cases going through the courts, in order to avoid long periods of remand.
- YOS, social care and education will develop robust joint working processes to identify at an earlier point, those who may be at risk of remand, to ensure support packages are in place, particularly around education and accommodation issues.
- For those young people who are in custody, YOS will begin planning for a young person's release from custody (remand or sentence) at the earliest opportunity.
- Develop custody panels that review all custody cases and lessons learnt taken forward.

## **2016/17 Position**

- There has been a reduction in the number of young people sentenced to custody during 2016/17 from 9 young people to 8.
- The YOS has written 18 all options Pre-Sentence Reports informing courts where young people are eligible and the court is considering custody. Of these, 11 were sentenced to a community alternative. This is a significant reduction from 2015/16, when the courts asked for 36 all option PSR's.
- All plans for young people due for release from custody are agreed at the multi-agency risk management panel and planning commences at the start of the custodial period, ensuring notice of supervision (custody licences) address the needs of the young person, and are formulated in collaboration with partner agencies (alongside the young person, family and, where appropriate, the victim).

## **Priority 4:**

### **To ensure that victims are at the heart of the work with young people and victims voices are heard**

#### **Why is this a priority?**

Restorative interventions provide victims of crime and young people, the opportunity to explore the impact of harm, identify means to restore the harm, and through this, move on from the offence. Restorative justice tends to result in high levels of victim and young person satisfaction and can contribute to a young person's desistance from offending. By extension, restorative interventions, such as indirect community reparation assists in repairing the harm caused to the wider community by youth crime locally.

#### **What is our aim?**

Our aim is ensure that every victim is offered a restorative intervention, all court reports include the voice of the victim and all young people's plans take account of victim needs and wishes when addressing offending and its impact.

Our child focused responsibilities need to coexist with our obligations to victims of crime. The YOS partnership wants to ensure that victims are treated with care and compassion, with their needs placed at the heart of the response from police, YOS and partners,

#### **How will we measure success?**

- The YOS partnership will closely monitor levels of restorative interventions offered and taken up on statutory, prevention and where appropriate diversions cases.
- The YOS will seek feedback from victims and young offenders with their satisfaction regarding restorative interventions.
- Monitor the number of restorative justice processes (direct/indirect) completed in the quarter.
- Monitor interventions offered in schools by the YOS schools restorative justice worker.

#### **What will we aim to achieve this coming year**

- We will continue to ensure compliance with the Victim's Charter.

- We will work with the wider partnership towards developing Brighton as a restorative city.
- We will create a restorative intervention to work across all schools in Brighton & Hove.
- Develop a robust reparation programme that increases community involvement and use of volunteers.
- We will work with Fostering team to roll out and use restorative justice interventions when placements are at risk or incidents occurred.
- To work with adult social care to support them to look at how RJ interventions can be used in their work and how we can use RJ interventions.

## How will we do this?

- Cases will be quality assured by managers and discussed in reflective supervision.
- The Restorative Justice Coordinator will continue to develop links with community groups to:
  - ◆ increase community involvement,
  - ◆ develop restorative interventions within the local communities
  - ◆ increase volunteers from local communities who wish to deliver RJ, and be part of the referral order panels.
- Ensure pathways are in place with the police, to enable the YOS to contact victims at the earliest opportunity.
- To work with the Brighton Restorative Justice Hub and Sussex Restorative Justice Partnership to develop a restorative city and ensure learnings from across the area and nationally are taken forward and developed.
- Embed restorative approaches across the service delivery model and work with partners on the development of a restorative city.

## 2016/17 Position

- Continued adherence to the victim code of practice.
- Working with the Restorative Practice Development Officer to support the development of restorative city
- Developing AQA accreditation for young people for the skills they developed when working on restorative interventions Begun work with schools delivering RJ interventions in schools and training up school staff.

## Priority 5:

### **To reduce the number of vulnerable young people in the youth justice system, with a focus on children in care and those at risk of exploitation.**

#### **Why is this a priority?**

Working Together to Safeguard Children 2015 and the Children's Act 2004 place specific responsibility on agencies, including the Local Authority and the police, to safeguard and promote the welfare of all children. As a result, the safety and wellbeing of young people referred to the YOS is paramount. By virtue of their involvement in offending, our young people should be seen as in need of care and protection. Equally, there are a number of other circumstances that make young people particularly vulnerable, particularly through exploitation, whether it be sexual risk, radicalisation or crime and their actions are most appropriately seen through a safeguarding lens rather than a criminal one.

Children known to social work teams continue to be significantly over represented in the youth justice system while children in care are over represented relative to their non-looked after peers, who are 2 to 3 times less likely to offend. Furthermore, unacceptably high numbers of CIC are in the prison system. A survey (Prisoners' childhood and family backgrounds, Ministry of Justice) published in March 2012 looking at the past and present family circumstances of 1,435 newly sentenced (2005 and 2006) prisoners reported that 24% stated that they had been in care at some point during their childhood. Those who had been in care were younger when they were first arrested, and were more likely to be re-convicted in the year after release from custody than those who had never been in care. In Brighton and Hove we have seen a significant reduction in the number of children in care within our first time entrant's figures. However the proportion of the number of child in care has not reduced. This is because a number of the high risk young people have entered the care system as a result of them becoming known to the YOS.

It is therefore essential that we recognise the needs of children in care and those within the social work system and the risks they face with regard to entering the youth justice system. At the same time the Youth Justice Strategic Partnership wishes to develop an approach that can identify those young people who are at risk of, or are experiencing a combination of safeguarding and vulnerability factors that, unless addressed, make contact with the youth justice system more likely. This requires an understanding of youth offending as an indicator of safeguarding need, thus by seeing offending through a safeguarding 'lens' the most prolific young people are recognised as also the most 'troubled', rather than 'troublesome'. By addressing offending as a safeguarding issue it enables not only looked after young people to be identified at an earlier point but also the highly vulnerable. Through the development and co-location of the adolescent social work pod, this work has begun. However, to build on this work, the partnership needs to develop not only the links between safeguarding and the YOS, but also consider how as partner agencies, adolescent vulnerability and safeguarding is addressed more broadly.

## What is our aim?

- To reduce the number of vulnerable young people entering into the youth justice system.
- To reduce the number of vulnerable young people who prolifically offend.
- To reduce the number of young people entering care due to their offending behaviours.
- To ensure that all those young people who are children in care and enter into the adult criminal justice system, either through transition or reoffending, are fully supported, and an understanding of their looked after status and support needed is considered within their plan by probation and CRC's (Community Rehabilitation Companies).

## How will we measure success?

Data on the number of children in care in the youth justice system in Brighton & Hove will be provided to the YOS management board on a quarterly basis

The YOS will provide

- Number of children in care on the caseload on the last day of each quarter (excluding remand LAC status)
- Proportion of First Time Entrants to the youth justice system who are in care.
- The proportion of young people in the youth justice system known to social care

Through social care the partnership will also monitor the level of offending for those placed out of area.

We will monitor the number of young people known to be at risk of radicalisation and CSE.

We will monitor the number of young people who enter care after entering the youth justice system.

## What will we aim to achieve this coming year

- Sustain (or reduce) the number of looked after young people who are entering the youth justice system.
- Reduction in the number of children in care who reoffend.
- Reduction in number of children in care who are remanded.

- Reduction in the number of children in the youth justice system who enter care as a result of their behaviour.

## **How will we do this?**

- Continue to provide training to social care pods and Independent Reviewing Officer's (IRO's) on the youth justice system.
- Ensure the YOS is embedded in adolescent service.
- Continue to work with the police and wider partners to deliver a joint decision making panel for diversion and prosecutions.
- Deliver training to magistrates and police on children in Care
- YOS will work with Leaving Care pod and Housing to address housing needs of children in care who are released from custody.
- Ensure representation on the Prevent/Channel meetings along with child sexual exploitation and any other meeting related to young people at risk of exploitation.

## **2016/17 Position**

- We continue to deliver training on the criminal justice system to IRO's and social care teams.
- We have embedded joint working between the YOS and social work teams.
- YOS is a standing member of Channel.
- We have an IRO attend all multi agency management of risk meetings.
- Work with the police and partners to recognise vulnerable young people at risk of entering the criminal justice system and putting in place robust plans around them.