

**JOINT CAMBRIDGESHIRE AND PETERBOROUGH YOUTH JUSTICE PLAN  
2017/18**

**To:** Childrens and Young Peoples Committee

**Meeting Date:** 10 July 2018

**From:** Executive Director: People and Communities

**Electoral division(s):** All

**Forward Plan ref:** n/a **Key decision:** No

**Purpose:** To consider the Joint Cambridgeshire and Peterborough Youth Justice Plan 2017/18

**Recommendation:** To note and comment on the Joint Cambridgeshire and Peterborough Youth Justice Plan 2017/18.

<b><i>Officer contact:</i></b>		<b><i>Member contacts:</i></b>	
Name:	Sarah Ferguson/Anna Jack	Name:	Councillor Simon Bywater
Post:	Service Director Housing Communities and Youth/Head of Youth Support (Cambridgeshire and Peterborough)	Position:	Chairman, Children and Young People Committee
Email:	<a href="mailto:Sarah.ferguson@cambridgeshire.gov.uk">Sarah.ferguson@cambridgeshire.gov.uk</a> <a href="mailto:anna.jack@cambridgeshire.gov.uk">anna.jack@cambridgeshire.gov.uk</a>		<a href="mailto:Simon.bywater@cambridgeshire.gov.uk">Simon.bywater@cambridgeshire.gov.uk</a>
Tel:	01223 507220		01223 706398 (office)

## **1. BACKGROUND**

**1.1** This report describes the objectives and priorities set out within the Joint Cambridgeshire and Peterborough Youth Justice Plan 2017/18 (copy attached at Appendix 1). It is a statutory requirement under the 1998 Crime & Disorder Act for local authorities and the wider partnership to have a Youth Justice Management Board and strategic Youth Justice Plan. In 2017 Cambridgeshire and Peterborough developed a Joint Youth Justice Board and Strategic Plan. The Youth Justice Plan is endorsed by the local Management Board and the central Youth Justice Board prior to release of the Youth Offending Team's Youth Justice Grants.

## **2. MAIN ISSUES**

**2.1** The Youth Justice Plan reviews performance for 2016/17 when Cambridgeshire Youth Offending Service were the subject of a Full Joint Inspection and received 'Satisfactory' (rating 3) and 'Good'(rating 4) Judgements. The service implemented an Improvement Plan that has been presented to and monitored by the Youth Justice Board, Joint Management Board and Children's Services Performance Board. The service was evaluated through a Youth Justice Board central National Standards Audit and received the highest rating of 'Standard Met' across 4 standards and 'Standard Met with Improvements' for 1 standard.

**2.2** During 2016/17 the service continued to work with a cohort of young people with complex needs and whilst numbers have reduced at the higher of the system, their needs and risk levels are increasing. This has seen an increase and impact upon re-offending performance, however it is still low in comparison to national performance. The service are also seeing an increase of police administered pre-court disposals entering the system and an increase in First Time entrants into the Criminal Justice System. The use of custody for young people remains low in Cambridgeshire and we have been endorsed as delivering effective robust high risk community interventions.

**2.3** The service continues to receive statutory financial, staff and payment in kind contributions from Clinical Commissioning Group, Public Health, the Constabulary and Probation Service. There has been a static position in relation to grant contributions from the youth Justice Board in respect of the Effective Practice Grant for 2017/18. However, we have seen a 100% reduction in our Youth Justice Board Remand grant which will be covered through the core local authority budget.

**2.4** The risk to service delivery for 2017/18 are increasing first time entrants and re-offending, managing the cost of young people remanded to custody, retention and recruitment of a skilled workforce, the changing nature and complexity of the young people who offend, and the changing structure and landscape for partner agencies and the need to adapt to sustain joint working relationships.

**2.5** In 2017 the Joint Youth Justice Management Board agreed that they should invite an independent chair from the wider Youth Justice Partnership and appointed Dan Vajzovic, Assistant Chief Constable as Chair of the board in January 2018. The Board are confident that an Assistant Chief Constable will be in a position to engage partners and increase multi-agency accountability for the youth justice agenda, objectives and

priorities. Board members agreed the following shared youth Justice vision, objectives and service priorities.

The following strategic objectives were also agreed by the Joint Management Board:

- To increase young people's engagement in Education Training and Employment and reduce the number of young people who are NEET or missing from Education
  - To ensure young people have effective transitions and support to move from young people's to adult facing services
  - To ensure that health and social care services are integrated with youth justice and that young people have access to services that promote and improve their health, wellbeing and life chances
  - To greater understand the criminal justice data available to partners and create clear plans to respond to what it is telling us
  - To develop a partnership wide Prevention Strategy to reduce the number of young people entering the youth justice system and going on to be adult offenders
  - To ensure that there are robust partnership arrangements to prevent custodial sentences/remands and facilitate effective post custody resettlement
  - To respond to proposals outlined within the Charlie Taylor Youth Justice Review and Government Response
  - As partner Management Board leads to advocate within our own agencies on behalf of young People who offend or are at risk of offending
- The operational service delivery priorities are:
- Launching a Re-offending Live Tracker Toolkit to monitor performance and our response with the current cohort
  - Reviewing and implement Multi-Agency Public Protection Arrangement Procedures and Practice.
  - Developing and implementing a multi-agency partner agency response to County Lines and Criminal Exploitation. Ensuring effective and appropriate interventions are available to young people who offend.
  - Implementing a consistent early help offer across prevention and early help for those at risk of offending.
    - Ensuring victim remain at the focus off all work with young people.
    - Reviewing and identifying access to appropriate health interventions for young people known to youth justice services

### **3. ALIGNMENT WITH CORPORATE PRIORITIES**

#### **3.1 Developing the local economy for the benefit of all**

The report above sets out the implications for this priority in paragraph 2.5 above in respect of:

- Increasing young people's engagement in Education Training and Employment and reduce the number of young people who are NEET or missing from Education

#### **3.2 Helping people live healthy and independent lives**

The report above sets out the implications for this priority in paragraph 2.5 above in respect of:

- Ensuring young people have effective transitions and support to move from young people's to adult facing services
- Ensuring that health and social care services are integrated with youth justice and that young people have access to services that promote and improve their health, wellbeing and life chances

### 3.3 **Supporting and protecting vulnerable people**

The report above sets out the implications for this priority in paragraph 2.5 above in respect of:

- Ensuring young people have effective transitions and support to move from young people's to adult facing services
- Ensuring that health and social care services are integrated with youth justice and that young people have access to services that promote and improve their health, wellbeing and life chances
- Develop greater understand of the criminal justice data available to partners and create clear plans to respond to what it is telling us
- Develop a partnership wide Prevention Strategy to reduce the number of young people entering the youth justice system and going on to be adult offenders
- Ensuring there are robust partnership arrangements to prevent custodial sentences/remands and facilitate effective post custody resettlement
- As partner Management Board leads to advocate within our own agencies on behalf of young People who offend or are at risk of offending

## 4. **SIGNIFICANT IMPLICATIONS**

### 4.1 Resource Implications

*There are no significant implications within this category.*

### 4.2 **Procurement/Contractual/Council Contract Procedure Rules Implications**

*There are no significant implications within this category.*

### 4.3 **Statutory, Legal and Risk Implications**

*There are no significant implications within this category.*

### 4.4 **Equality and Diversity Implications**

*There are no significant implications within this category.*

### 4.5 **Engagement and Communications Implications**

*There are no significant implications within this category.*

### 4.6 **Localism and Local Member Involvement**

*There are no significant implications within this category.*

#### 4.7 Public Health Implications

*There are no significant implications within this category.*

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	n/a
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?</b>	n/a
<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	n/a
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	n/a
<b>Have any engagement and communication implications been cleared by Communications?</b>	n/a
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	n/a
<b>Have any Public Health implications been cleared by Public Health</b>	n/a

<b>Source Documents</b>	<b>Location</b>
Full Joint Inspection of Youth Offending Work	<a href="https://www.justiceinspectorates.gov.uk/hmiprobation/wp-content/uploads/sites/5/2017/02/Cambridgeshire-FJI-report-final.pdf">https://www.justiceinspectorates.gov.uk/hmiprobation/wp-content/uploads/sites/5/2017/02/Cambridgeshire-FJI-report-final.pdf</a>

**Cambridgeshire and Peterborough  
Joint Youth Justice Plan  
2017 – 18**

**Forward**

This Youth Justice Plan reviews the performance outcomes and service delivery of Cambridgeshire and Peterborough Youth Offending Services over the past 12 months. The plan also outlines key strategic objectives and priorities for the forthcoming 12 months to ensure the services continue to improve, achieve effectiveness and deliver value for money.

The last 12 months have seen changes for both Cambridgeshire and Peterborough Local Authorities with a Joint Strategic Leadership Team across both Cambridgeshire and Peterborough Councils confirmed in July 2017, and a shared Executive Director for: People & Communities for both Councils. As a result the Youth Offending Services have implemented a Joint Strategic Management Board to oversee the joint governance of youth justice and the new Councils structure places both services within a new People and Communities Directorate. Local operational boards will be retained to enable a deeper focus on Performance monitoring.

Cambridgeshire local authority have seen a children's change programme review the Youth Offending Service (YOS) position within Children's services in the last 12 months and they currently sit within the Children's Social Care and Early Help Structure. Peterborough are also involved in a pending re-structure that proposes that targeted adolescent services are wrapped around the YOS to provide an end to end Targeted Youth Support Service.

Peterborough have not been subject to a HMIP Inspection during the last 12 months and service qualitative and quantitative performance information indicates that the YOS continue to deliver a 'Good' quality identified within their 2013 Full Joint Inspection.

Cambridgeshire YOS were the subject of a Full Joint Inspection in November 2016 with 'Satisfactory' and 'Good' Judgements. The service has now implemented an Improvement Plan that will be monitored by the Youth Justice Board, Joint Management Board and Children's Services Performance Board.

### **Structure and Governance**

Cambridgeshire and Peterborough launched a Joint Youth Justice Management Board in February 2017 that is chaired by Adrian Chapman, Director for Community and Safety, Cambridgeshire and Peterborough Council, and Sarah Ferguson, Assistant Director for Housing, Communities and Youth, Cambridgeshire and Peterborough. The Board will move to an independent chair arrangement over the next 12 months. The formation of this joint board has assisted a renewed commitment from across the partnership and consistent membership of senior representatives from the National Probation Service, Cambridgeshire Constabulary, the Police and Crime Commissioners Office, Clinical Commissioning Group, Education and voluntary sector.

The Joint Youth Justice Management Board holds the partnership to account and oversees the delivery of Youth Justice Services in Cambridgeshire and Peterborough. The Board will continue to oversee Inspection Improvement Plans for both services

Reports and updates are regularly provide to the Board with regards to Performance against:

- National Indicators: Re-offending, First Time Entrants, Disproportionality, Custody
- Locally agreed Indicators: Education, Training and Employment, Accommodation and Remands
- National Standards Audits
- Qualitative Core Case and Thematic Audits in line with HMIP Criteria
- Transfer of Information to the Secure Estate
- Community Safety and Public Protection Incidents, subsequent reviews, Action Plans and recommendations
- Case Studies and recommendations prepared by the YOS and wider partnership

)  
The board supports the Youth Offending Team (YOT in overcoming barriers to effective multi-agency working and ensures that partner agencies make an effective contribution to delivering against key youth justice outcomes. Youth Justice Priorities sit within the wider Directorate Service Plans, Strategic Needs Assessments, Community Safety Plan and Police and Crime Commissioners Plan. The partnership is currently supporting the YOS in respect of multi-agency working arrangements and any challenges in respect of youth justice outcomes are raised through the board successfully. A particular focus throughout the next 12 months will be to consider how best to engage colleagues in Cambridgeshire's district councils and to harness the capacity, knowledge and insight they can provide in helping us to continue to improve outcomes.

In June 2016 the partnership committed to support the implementation of a Live Re-offending Toolkit exercise across Cambridgeshire and Peterborough. The Toolkit will provide access to current data on a cohort of young people across all intervention from early help, out of court disposals and post court interventions. The services and partnership aim is to understand more about the cohort in respect of age, ethnicity, offence type, gender, disposals, geographic location, pattern of repeat offending, other needs and status, intervention effectiveness. It is also

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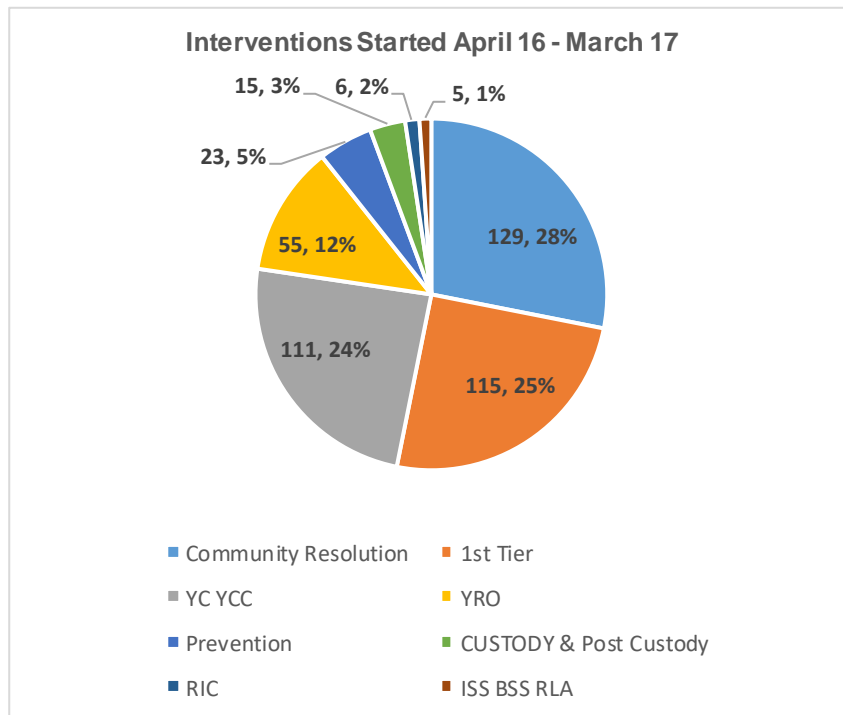
intended that the tool can be used as management supervision tool to identify our priority young people and assign, monitor and evaluate tasks allocated to cases.



**Practice and Performance**

Cambridgeshire

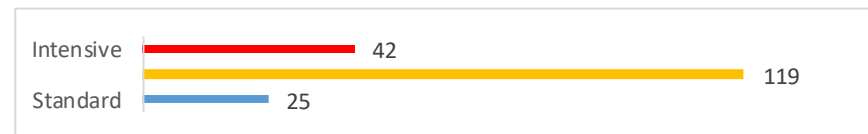
How much are we doing?



In 2016/17 there were 459 active YOT programmes for a total of 392 young people. The most frequent disposal was Community Resolution (28%) followed by 1st tier (Referral Orders and Reparation)



**Scaled Approach level at start of intervention**



Young people assessed using Asset plus (i.e. all except community resolution, Youth Conditional caution and youth caution & Conditions) the most frequent level was enhanced.

**Number of Children Looked After**

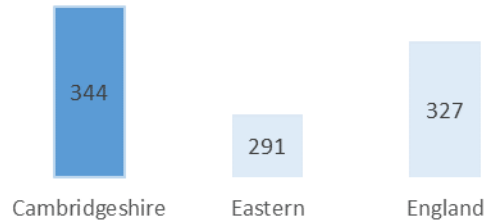


Programmes starting in 2016/17, 15% were for currently looked after children whilst a further 9% had been looked after previously

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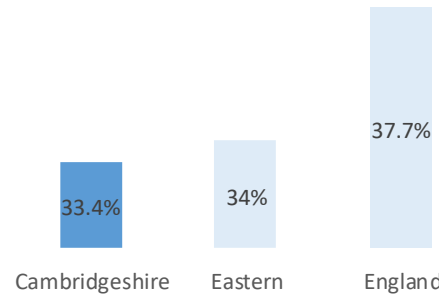
## How well are we doing?

### First Time Entrants

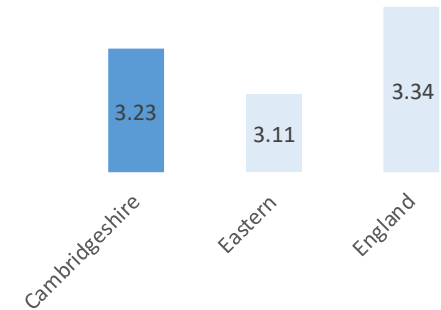


The latest Police National Computer (PNC) derived first-time entrant rate period is Jan - Dec 16. Cambridgeshire had a rate of 344 per 100,000 population compared to 291 per 100,000 for the Eastern Region and 327 per 100,000 for England.

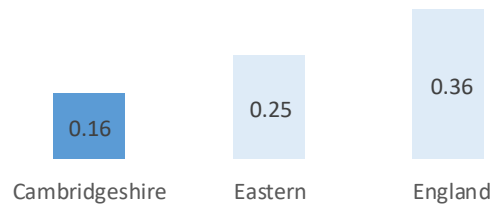
### Reoffending Rate



### Reoffenders Frequency Rate



### Use of Custody



The custody rate for Cambridgeshire in 2016/17 was 0.16 per 100,000 population compared to 0.25 per 100,000 for the Eastern region and 0.36 per 100,000 for England. Custodial sentences accounted for 2.7% of all court disposals

### Whole Cohort Frequency Rate

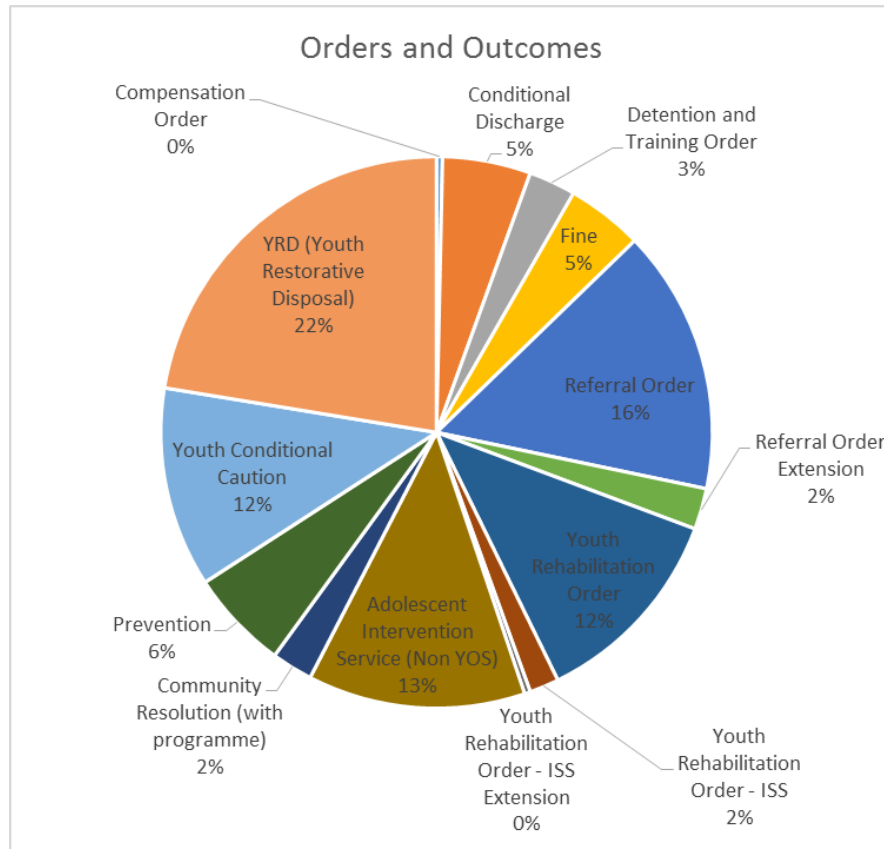


The latest reoffending rate period is Jul 14 - Jun 15. Cambridgeshire had a binary rate of 33.4% compared to 34% for the South East and 37.7% for England. Reoffenders Frequency rate (re-offenders only) for Cambridgeshire was 3.23 compared to 3.11 for the South East and 3.34 for England. The whole cohort frequency rate (rate 2) was 1.08 for Cambridgeshire compared to 1.06 for the Eastern Region and 1.26 for England

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## Peterborough

### How much are we doing?

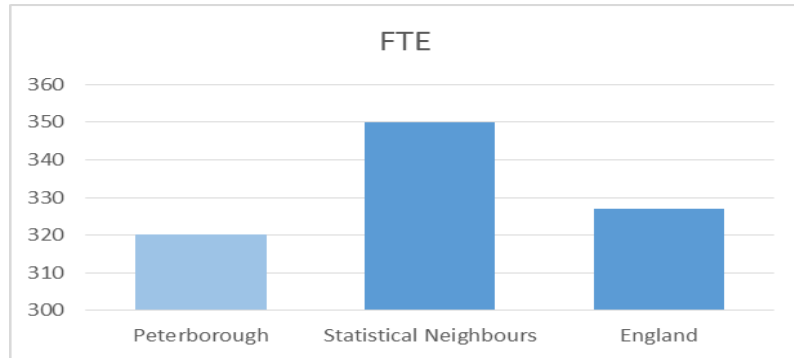


In 2016/17 there were 290 active YOT programmes of which 160 were Prevention or Pre-court Disposal. The most frequent disposal was Youth Restorative Disposals of which there were 65 (22%), followed by 1st tier Referral Orders of which there were 52 disposals (18%).

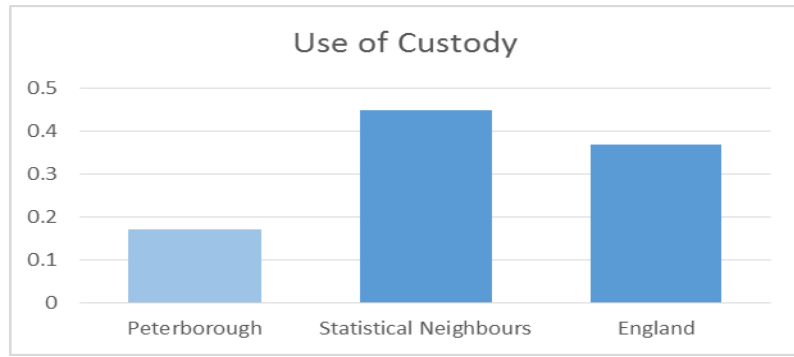
There is currently no data available to breakdown scaled approach levels and Children Looked after comparisons. This information will be analysed and presented following the implementation of the new case management system later in 2017

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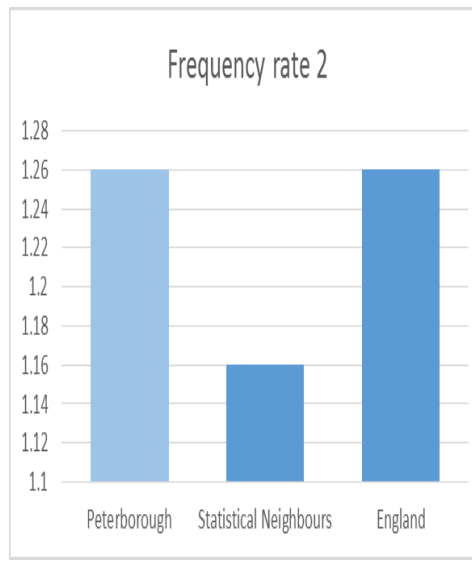
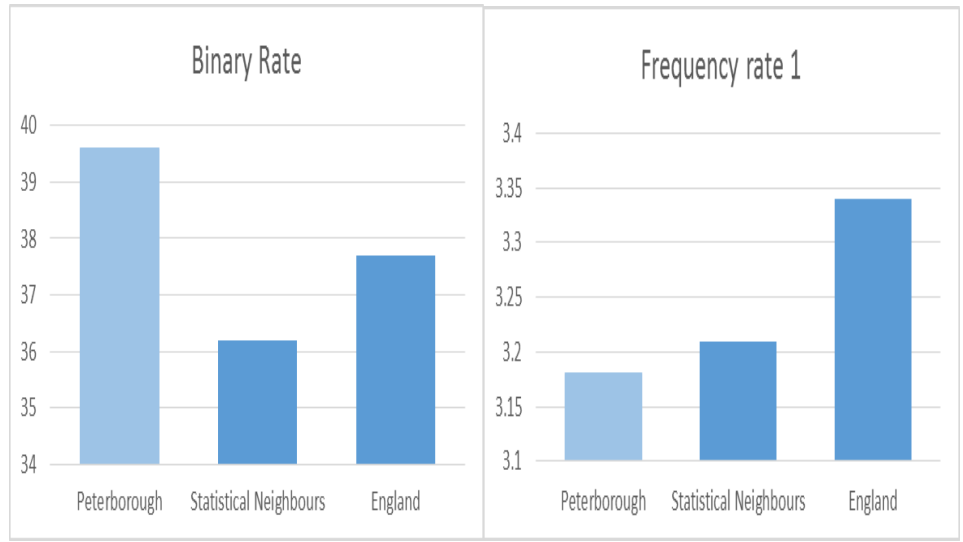
## How well are we doing?



The latest PNC derived first-time entrant rate period is Jan - Dec 16. Peterborough had a rate of 320 per 100,000 population compared to 356 per 100,000 for statistical neighbours and 328 for England.



The custody rate for Peterborough 2016/17 was 0.17 per 100,000 population compared to 0.45 per 100,000 for the Statistical Neighbours and 0.36 per 100,000 for England.



The latest reoffending rate period is Jul 14 - Jun 15. Peterborough had a binary rate of 39.6% compared to 36.2% for the Statistical neighbours and 37.7% for England. Reoffenders Frequency rate (re-offenders only) for Peterborough was 3.18 compared to 3.21 for the Statistical neighbours and 3.34 for England. The whole cohort frequency rate (rate 2) was 1.26 for Peterborough compared to 1.16 for the Statistical neighbours and 1.26 for England.

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National Standards

National Standard	Rating	
	Cambridgeshire	Peterborough
NS 3: Bail & Remand Management	Standard Met	Standard met with improvements
NS 5: Reports for courts, panels and civil courts	Standard Met	Standard met with improvements
NS 6: Work in Courts	Standard Met	Standard met with improvements
NS 7: Work with victims of crime	Standard met with improvements	Standard Met
NS 10: Long-term custody sentences	Standard Met	Standard met with improvements

Explanation of rating

Greater than 85%	Standards met
65 – 84%	Standards met with recommendations for improvement.
Less than 65%	Standards not met with improvements required.

**Resources and Value for Money**

Cambridgeshire and Peterborough submitted and implemented ambitious plans for service development last year and as outlined above this has led to positive outcomes across many areas. For the coming year the services will seek to at least maintain their current performance in each of the key national performance areas, with a sharp focus on achieving improvements and ensuring the Youth Justice Board grant is used for its intended purpose. The Grant will also be used to achieve the strategic objectives outlined in this year’s plan.

Both Cambridgeshire and Peterborough YOS continue to be funded by a full range of partnership contributions as detailed in table 1.

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Peterborough have however experienced a number of budget reductions imposed on the service during the last 2 years. The impending creation of an integrated Targeted Youth Support Service will see the Youth Justice budget deployed as part of a wider set of resources supporting the highest need adolescents.

Cambridgeshire have also experienced budget reductions over the last 5 years, however 2017/18 budget is stable in comparison to 2016/17. It is to be noted that the Local Authority are currently providing funds to cover the zero remand allocation budget from the YJB.

### Contributions to the youth offending partnership pooled budget 2016/17, Table 1

	Cambridgeshire		Peterborough		
Agency	Financial Contribution	Payment in Kind	Financial Contribution	Payment in Kind	Total
Local Authority	£789,501	-	£443,179	-	£1,232,680
Police	-	£90,000	-	£45,000	£135,000
PCC Office	£127,296	-	£136,000	-	£263,296
Public Health	£95,000	-	-	£70,000	£165,000
Clinical Commissioning Group	£28,220	£45,150	-	-	£73,370
National Probation Service	£10,000	£60,000	£5,000	£20,000	£95,000
YJB Effective Practice Grant	£528,484	-	£431,449	-	£959,933
YJB Attendance Centre Grant	£18,625	-	£21,807	-	£40,432
YJB Remand Grant	£0	-	£50,386	-	£50,386
<b>Total</b>	<b>£1,597,126</b>	<b>£195,150</b>	<b>£1,087,821</b>	<b>£135,000</b>	
	<b>£1,792,276</b>		<b>£1,222,821</b>		<b>£3,015,097</b>

In line with the Crime and Disorder Act 1998 Cambridgeshire and Peterborough Youth Offending Services have their full

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complement of seconded staff. Both services have Social Workers, Psychologists, Police Officer, Probation Officers and Education, Training and Employment workers. All of these staff make a significant and valued contribution to the work of the service. The services now share a full time seconded Probation Officer which will assist transitions for young people within the county and to adulthood.

Detailed below is how Cambridgeshire and Peterborough propose they will use their expenditure including spend against Key Youth Justice Indicators.

Peterborough Expenditure Breakdown, Table 2

		Reduce Re-offending	Reduce FTE	Reduce Custody	Remands and Custody	Total
<b>Staffing Costs</b>	YJB	£290,443	£53,891	£72,661	£0	£416,995
	Partnership	£443,116	£156,102	£36,958	£0	£636,113
<b>Running / Building Costs</b>	YJB	£16,435	£0	£2,806	£0	£19,241
	Partners	£17,320	£26,008	£17,310	£0	£60,638
<b>Other Costs</b>	YJB	£8,705	£1,225	£7,090	£50,386	£67,406
	Partners	£9,675	£8,568	£4,185	£0	£22,428
<b>Total</b>		£785,694	£245,794	£141,010	£50,386	£1,222,884
<b>% of YJB contribution</b>		40%	22%	62%	100%	100%
<b>% spend of total budget</b>		60%	76%	38%	0%	100%

Cambridgeshire Expenditure Breakdown, Table 3

		<b>Reduce Re-offending</b>	<b>Reduce FTE</b>	<b>Reduce Custody</b>	<b>Remands and Custody</b>	<b>Total</b>
<b>Staffing Costs</b>	YJB	£370,948	£0	£74,563	£0	£445,511
	Partners	£673,356	£120,500	£135,350	£0	£929,215
<b>Running / Building Costs</b>	YJB	£38,315	0	£17,760	£0	£56,076
	Partners	£69,552	£6,500	£32,240	£0	£188,341
<b>Other Costs</b>	YJB	£47,711	0	0	£0	£47,711
	Partners	£86,607	0	0	£80,050	£86,607
<b>Other Corporate Costs-Overheads</b>	YJB	£0	0	0	£0	£0
		£134,148	£13,243	£27,102	£0	£174,493
<b>Total</b>		£1,420,646	£140,243	£287,015	£80,050	£1,927,954
<b>% of YJB contribution</b>		83%	0%	17%	0%	100%
<b>% spend of total budget</b>		74%	7%	15%	4%	100%

Junior Attendance Centre Grant

Cambridgeshire and Peterborough YOS Services continue to manage and run Attendance Centres both in Peterborough, Fenland and Cambridge City using the allocated Attendance Centre Grant. New sessional and volunteers have been recruited to support this service provision and a programme of work continues to be delivered through the centres lead by both Officers in Charge.

Cases are now referred to the centres across all interventions offered other than Prevention, which includes Intensive Supervision and Surveillance programme, Youth Rehabilitation Order, Referral Order and Pre-court disposals such as Youth Conditional Cautions and Youth Cautions. Both service will continue to develop their programmes of interventions and ensure spaces are utilised for the future across the caseload and as directed by the Courts.



Police and Criminal Evidence Act (PACE)/Appropriate Adult Service

The Appropriate Adult provision in Cambridgeshire and Peterborough is currently contracted externally and will be reviewed and retendered as a joint contract in 2017/18. This externally delivered services is monitored through a contract review process to ensure appropriately delivered quality services to children and young people and vulnerable adults in custody. In addition both Local Authorities are exploring joint commissioning of a PACE bed that is accessible and meets the needs of vulnerable young people as an alternative to being held in police custody.

**Youth Justice Service Objectives 2017/18**

During 2016/17 Cambridgeshire and Peterborough Youth Offending Services have worked with their Management Board, stakeholders and staff to create a service vision and strategic objectives that can be owned and aspired to by all. The vision and strategic objectives can be seen below along with other service priorities for 2017/18.

Youth Justice Vision

*‘Working together with our partners to support families, reduce and prevent offending and harm caused by young people, and keep victims safe’.*

Strategic Objectives

Objective	6 month Progress	Forward Actions	Progress Rating
To increase young people’s engagement in Education, Training and Employment (ETE) and reduce the number of young people who are Not in Education, Employment or Training (NEET) or missing from Education	Regular NEET reduction meeting implemented county wide in Cambs. P&C School and post school ETE representatives now attending Board. Peterborough Performance 15% Not in Education, however higher over school age NEET at 40%. Cambridgeshire Not in Education 40% and over school NEET 50%	<ul style="list-style-type: none"> <li>Review and implement Cambridgeshire YJ NEET Reduction Strategy</li> </ul>	Amber

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Objective	6 month Progress	Forward Actions	Progress Rating
To ensure young people have effective transitions and support to move from young people's to adult facing services	National Probation Service Transfer protocol in place across Cambridgeshire and Peterborough. AMHs Protocol Signed off in Cambridgeshire and shared with Peterborough. Effective joint working in Cambs with 14-25 team and TYS to be implemented in Peterborough by Sept 2018	<ul style="list-style-type: none"> <li>• Review of NPS contribution and joint working.</li> <li>• Finalise TYS specification and offer in Peterborough.</li> <li>• Conduct an NPS and Transitions Deep dive in July 2018</li> </ul>	Green
To ensure that health and social care services are integrated with youth justice and that young people have access to services that promote and improve their health, wellbeing and life chances	Peterborough TYS implementation delayed until Sept 2018, service spec now received from SC. Cambridgeshire joint working at strategic and operational prioritised through CFLT and YOS/SC audit. YJ and Health Deep Dive analysis presented to board	<ul style="list-style-type: none"> <li>• YJ and Social care Deep Dive at Board in April 2018</li> <li>• Develop TYS offer against SC specification Peterborough</li> <li>• ISLAC Inspection preparation and YOS audit result analysis</li> <li>• Take YJ/Health to Health and Wellbeing Board</li> </ul>	Green
To greater understand the criminal justice data available to partners and create clear plans to respond to what it is telling us	Re-offending Live Tracker launched in January 2018 in Cambridgeshire with plan to extend to Peterborough in 2018. Re-offending Case Monitoring to be implemented in Cambs in Jan 2018.	<ul style="list-style-type: none"> <li>• Further develop Live tracker and areas of analysis</li> <li>• Extend Live Tracker to Peterborough</li> </ul>	Green
To develop a partnership wide Prevention Strategy to reduce the number of young people entering the youth justice system and going on to be adult offenders	Current review of YOS prevention services based in district teams in Cambs. TYS development in Peterborough with planned implementation in Sept 2018	<ul style="list-style-type: none"> <li>• Review required of Community Resolution disposals</li> <li>• Development of partnership wide strategy</li> <li>• Prevention agenda item at management board in April 2018</li> </ul>	Amber

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Objective	6 month Progress	Forward Actions	Progress Rating
To ensure that there are robust partnership arrangements to prevent custodial sentences/remands and facilitate effective post custody resettlement	Annual custody and remand figures remain low in Cambridgeshire and Peterborough. Exploring opportunities to deliver Countywide High risk interventions. Development of Cambridgeshire and Peterborough wide Criminal Exploitation and Gangs Strategy and procedures	<ul style="list-style-type: none"> <li>• Analysis of custody disproportionality</li> <li>• Criminal Exploitation Strategy and procedures Implementation</li> <li>• Review high risk, ISS and gang intervention delivery</li> </ul>	Green
To respond to proposals outlined within the Charlie Taylor Youth Justice Review and Government Response	Cambridgeshire and Peterborough Board keep regularly updated on Youth Justice Review matters. Discussion with MOJ about possible pilot site for secure school Complaint to Youth Custody Service regarding secure estate care	<ul style="list-style-type: none"> <li>• To agenda YJB and MOJ updates re Youth Justice Reforms</li> <li>• Monitor and respond to Secure Estate complaint</li> <li>• Clarify position regarding Secure School Pilot</li> </ul>	Green
As partner Management Board leads to advocate within our own agencies on behalf of young People who offend or are at risk of offending			

### Service Priorities

Cambridgeshire and Peterborough will share some Service Priorities for 2017/18, however, there will also be differing priorities as a result of varying individual service needs. These are outlined and detailed further below.

- Re-offending Live Tracker Toolkit

Cambridgeshire and Peterborough are committed to implement a live tracker Re-Offending Toolkit in 2017/18 to help both services better operationally and strategically understand our current cohort. The task will be implemented jointly across both services and will focus on a prevention, pre-court and a post court cohort of young people. It will help the Management Board and operational services to access current information on a re-offending cohort in respect of types of offences, numbers of re-offences, location of young people by district, ethnicity, age, gender and disposal type. The tool will allow the services to operationally monitor a cohort of cases that are of the

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highest concern, assign tasks to cases and review tasks and their outcomes through supervision. Outcomes against intervention types and use of interventions and resources will also be considered. Resources and support in respect of setting up the exercise have been committed from both Local Authorities and Cambridgeshire's Business Intelligence Team.

- Asset Plus

Peterborough Youth Offending Service are due to go live with Asset Plus on 30<sup>th</sup> September 2017 follow delays relating to their client database. A project plan is in place with the new client database provided by Capita installed in June 2017. Asset Plus training for managers, practitioners and admin commenced in June 2017. Cambridgeshire Youth Offending have now been using Asset Plus since January 2016 and are continuing to prioritise how they can improve quality of the new assessments framework. Training is planned for September 2017 to revisit the planning and pathways section of Asset Plus, which it is hoped will improve quality. Both YOS Services are committed to a Regional and National YJB Asset Plus Audit exercise. It is intended that this benchmarking exercise will allow all YOTs to understand what a quality Asset Plus assessment looks like and embed quality assurance exercises locally to monitor practice.

- Targeted Youth Support Service Peterborough

Peterborough YOS are in the process of a staff consultation and restructure and it is intended that the service will become part of a wider Targeted Youth Support Service. The service will include a dedicated Youth Justice Team managed as part of a wider integrated set of services, supporting the most vulnerable young people in the City as well as seeking to build partnerships with other providers. This new service aims to reduce adolescents entering care, the criminal justice system, re-offending, youth custody, NEET, Anti-Social Behaviour and create a resilient, independent and thriving youth sector.

- Multi-Agency Public Protection Arrangements (MAPPA) and Public Protection Procedures and Practice

Both YOS Services are committed to learning from the recent Public Protection Inspections and Cambridgeshire Full Joint Inspection. Training for staff in respect of MAPPA and Public Protection will be delivered for staff and local practice guidance will be reviewed and implemented.

- County Lines and Gangs

Cambridgeshire and Peterborough YOS both have concerns about the increasing complexity of cases and the presence of County Lines and Gang profiles locally within the area. Both services have provided information through a survey that has been regionally collated and reported to the Youth Justice Board and Home Office. This report will also be shared with The Regional and Cambridgeshire Young Peoples Police Strategy groups to inform a collective partnership approach and response to the issue. The service will continue to ensure that staff across the partnership are trained in identifying young people vulnerable to county lines exploitation. They will also ensure young people are screened, assessed and referred to other agencies appropriately. It is a priority to identify effective intervention and partnership responses to reduce risk for this complex group.

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- Effective Interventions  
Cambridgeshire YOS Full Joint Inspection highlighted that the service needed to identify consistent interventions to implement, deliver and evaluate with young people. The will review all interventions available and access new training and interventions for staff, in addition to implementing a process for reviewing their effectiveness. The service will also create an effective practice library.
- Youth Justice Reforms  
To respond strategically and operationally to changes in national directives and practice guidance from the Youth Justice is Board and Ministry of Justice as a result of the impending Youth Justice Reforms. To continue to develop rational for piloting a Secure School in Cambridgeshire and if appropriate submit a formal bid following the expression of interest meetings with the Ministry of Justice. To engage the Board and partners in any formal bid and Secure School specification that is developed.
- Prevention and Early Help  
To continue to review the effectiveness of prevention and early help interventions that prevent young people from becoming First Time Entrants and ensure that the Prevention and Early Help Offer across in Cambridgeshire and Peterborough is proportionate and accessible to children and young people.
- Restorative Justice and Victims  
To continue to deliver and develop high quality restorative justice, support the victims of crime to have their say and allow young people to repair harm they have caused. The services will also explore the impact upon young people know to the YOS in respect of their experiences of being victims themselves and the subsequent prevalence of trauma. Intervention approaches for these young people will be reviewed and considered.
- Health Needs and Interventions  
To conduct an analysis of areas of unmet health needs amongst the Youth Offending cohort and develop proposals to implement intervention to address these unmet needs. Explore opportunities for funding bids and explore if additional resources can be identified.

## Partnership Arrangements

Cambridgeshire and Peterborough YOS Services are respected and supported locally by partners. Both services are represented at Local Safeguarding Children Boards (LSCBs) and are closely aligned with wider early help and children services. In addition they are both represented at wider children and young people strategic meetings locally. Both services have either been through or are experiencing pending structure changes which will require a review of joint working process with children's services partners to ensure that information is shared and joint work between services is retained and strengthened.

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As stated in the governance section the joint Youth Justice Management Board is attended by partners of a senior appropriate level. This Board also reports to the County Community Safety Partnership where youth justice issues are escalated by the Management Board. Partners are meeting their statutory duties in respect of seconded staff and financial partner contributions to Youth Justice Service across the two areas.

Peterborough YOS Head of Service chairs the Cambridgeshire and Peterborough Channel Panel and both services sit at the Strategic Prevent Board and have Prevent Action Plans in place with Local Authority Partners. Both Councils are aware of their Prevent Duties and are engaged with partners to screen, assess and intervene with young people at risk of extremism. YOS Services are represented at MAPPA Strategic Boards and Integrated Offender Management Reducing Re-offending Groups. There is a commitment locally to improve Public Protection Practice following Cambridgeshire's Full Joint Inspection and this is outlined in their Inspection Improvement Plan.

The Joint Youth Justice Management Board sits as a subgroup of the Cambridgeshire and Peterborough Safer Communities Board. The Police and Crime Commissioners Office are engaged with the Youth Justice agendas and the PCC chair the later Board. Youth Crime is detailed and recognised appropriately within the Police and Crime Commissioners Plan.

### **Risks to Future Delivery Against the Youth Justice Outcome Measures**

#### Recidivism

After a period for both Cambridgeshire and Peterborough Youth Offending Services of experiencing low re-offending rates, both in respect of binary and frequency rates, we have seen a deterioration in re-offending against the National Outcome Measure during the last 2 years. It is to be noted that this measure tracks an old Cohort and does not provide a live analysis of re-offending. Despite of the decline described Peterborough continue to perform better than their statistical neighbours and Cambridgeshire perform better than the Regional and National Average.

The Management Board and both services are committed to implementing a Live Tracker Toolkit to ensure that we better understand a current cohort of re-offenders and further understand how to strategically and operationally respond to reduce re-offending. This will be implemented by December 2017.

#### Custody

Cambridgeshire have historical low custody rates and strong performance in respect of the National and Regional average. This has continued through the last annual period with robust high intensity community packages offered to the Courts. Peterborough have also experienced low custody numbers during the last 12 months and have significantly improved their custody performance in the last few year. Whilst custody remains low both services need to ensure that we are identifying appropriate interventions for the current complex cohort to continue this trend for the future.

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Whilst remands to custody remain low for both areas the decreasing YJB Remand grant may create a risk for both Local Authorities if remand peak in the future. Cambridgeshire local Authority have highlighted their concerns with the YJB about this year's £0 remand allocation and have put in place a contingency from the Local Authority for this year.

### First Time Entrants

Cambridgeshire have seen an increase in First Time Entrants in the last 12 months after a previously declining and low trend during the last few years. As a result they are performing lower than the regional and national average. Peterborough continue to see a reduction in first time entrants and are performing well in comparison to their Regional and National Average, however the decrease rate of First Time Entrants is reducing.

The Youth Justice Management Board will engage partners as a priority to analyse the trend in Cambridgeshire and ensure that appropriate interventions are being explored in respect of preventing young people from becoming First Time Entrants. Further analysis of First Time Entrants will inform strategic and operational priorities for the partnership and services.

### Other risk for Youth Justice Services

As with most local authorities and the whole of the public sector the largest risk to future delivery remains the financial challenges they face. Cambridgeshire and Peterborough Youth Offending Services are also aware of other risk such as:



- Retention and recruitment of a skilled workforce
- The changing nature and complexity of the young people who offend
- The changing structure and landscape for partner agencies and the need to sustain joint working relationships

The Joint Youth Justice Management Board and both Local Authorities will continue to focus on how they can consider and mitigate against these risks. One of the key actions is to understand the complexity of the current cohort in respect of exploitation and county lines and implement practice guidance across the partnership to identify young people early and appropriately intervene across all services.

### **Approval**

<b>Chairs of Cambridgeshire and Peterborough Youth Justice Management Board</b>		
Name	Sarah Ferguson, Assistant Director for Housing, Communities and Youth	Adrian Chapman, Director for Community and Safety

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Signature		
<b>YOS Manager</b>	<b>Cambridgeshire</b>	<b>Peterborough</b>
Name	Tom Watt, YOS Manager	Iain Easton, YOS Manager
Signature	