

Safer Stronger Communities Select Committee		
Report Title	Full Joint Inspection into Lewisham Youth Offending Work – Progress of Improvement Plan	
Key Decision	No	Item No. 6
Ward	All	
Contributors	Keith Cohen, Youth Offending Service Strategic Manager	
Class	Part 1	Date: 13 December 2017

## 1.0 Purpose of the Report

1.1 HMI Probation undertook a Full Joint Inspection of Youth Offending Work in Lewisham in September 2016. The final report was published in Dec 2016: <https://www.justiceinspectorates.gov.uk/hmiprobation/> This report outlines the progress of the HMIP Improvement Plan following a year since the publication of the report.

## 2.0 Background

2.1 The Full Joint Inspection is part of a programme of risk proportionate Inspection of Youth Offending Work agreed by Ministers. This document outlines the HMIP recommendations for improvement, the partnership 12 month action plan which has been approved by HMIP and the related key performance indicators (see below) to evaluate and evidence progress against the agreed elements of the plan.

2.2 The Full Joint Inspection (FJI) is undertaken in six local authority areas per year, five of which are normally in England and one in Wales. It focuses primarily on those areas where there is cause for concern about performance. This is determined following analysis of information received from the Youth Justice Board (YJB), intelligence gained from other inspections and publicly available data, and through consultation with other inspectorates via quarterly 'Information Bank' meetings.

2.3 Government policy requires inspections to be undertaken as unannounced or with very short notice. Work should be inspected 'as is' and with the minimum of preparatory overheads, rather than as the inspected body 'would like it to be'.

2.4 The Lewisham HMIP Improvement Plan.

### **3.0 HMIP Findings**

- 3.1 Work to reduce reoffending was unsatisfactory. Although most initial assessments of the reasons why children had offended were sufficient, the plans to address those risks and the frequency with which those plans were reviewed were unsatisfactory, so the impact on reoffending was limited;
- 3.2 Work to protect the public and actual or potential victims was unsatisfactory. There was some good work by case managers to protect the public, but plans lacked measurable objectives, which meant interventions to address the risk of harm did not always address the specific risks children posed;
- 3.3 Work to protect children and reduce their vulnerability was unsatisfactory. There was some good safeguarding work undertaken by individual case managers. The immediate sharing of information between the YOS and children's social care services about missing children was not sufficiently robust;
- 3.4 Governance and partnership arrangements were ineffective. There was a lot of partnership activity in Lewisham and a sense of energy around the delivery of services, but this was not always cohesive and the impact for children and young people was inconsistent; and
- 3.5 Work to deliver interventions to reduce reoffending was unsatisfactory. A range of interventions was available for case managers and partners but further work needed to be done to engage with young people better. Interventions were not evaluated routinely, so it was difficult for the YOS to understand what was effective.
- 3.6 Inspectors were pleased to find that work to ensure the sentence was served was good. The YOS made consistently good efforts to understand and respond to things stopping children or their parents/carers from engaging. Work to ensure young people complied with their sentence was effective.

### **4.0 HMIP Improvement Plan Activities**

- 4.1 The main board Chair has undertaken a stock take of activity and achievements so far which has in turn been submitted to the YJB. It is self-evident that the key test of the Improvement Plan will be better outcomes for children and young people. Our plan is that at the Board meeting in March 2018 we will have completed the Improvement work and then be able, after a year's partnership work, to set out the outcomes achieved.

4.2 HMI Improvement Plan has been updated in the light of progress identified and RAG rated. The Plan formed a significant proportion of the annual Strategic Youth Justice Plan. The plan was presented and approved by the YJB in August 2017 with the following comments:

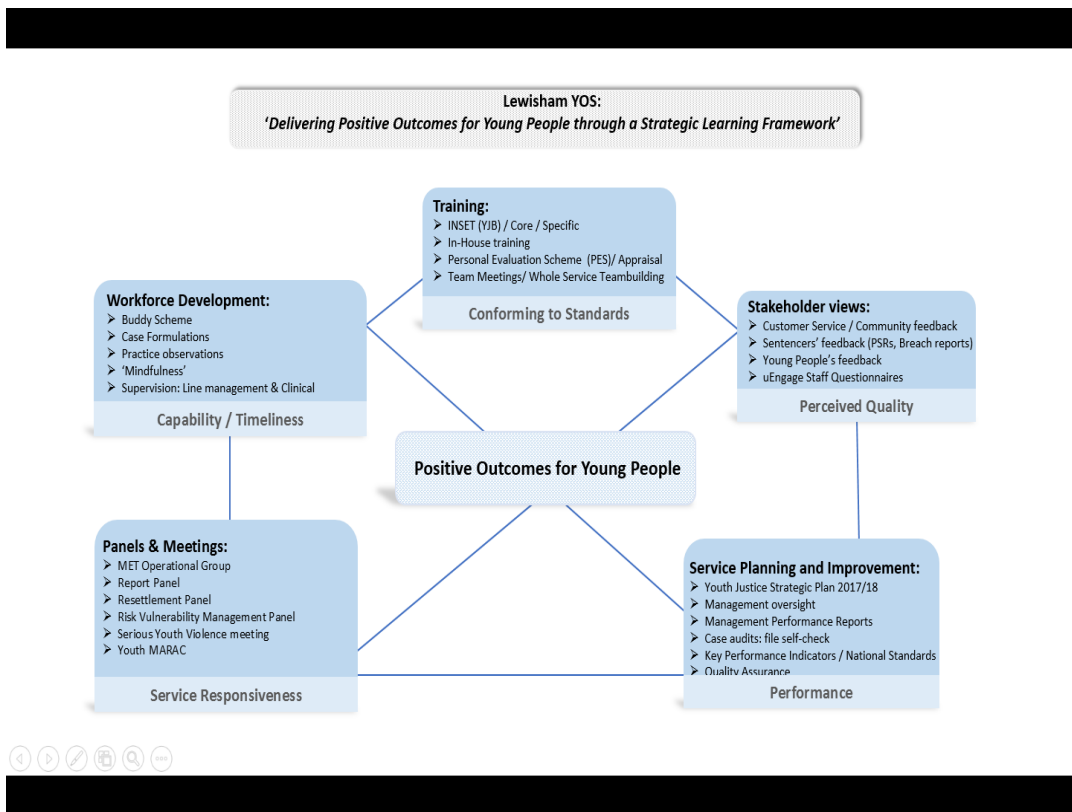
- *Having reviewed the plan submitted by your service we are happy to let you know that it has been approved and we would like to commend you on:*
  - *The work you have undertaken to develop a trauma informed service.*
  - *The development of a comprehensive Improvement Plan in response to your HMIP inspection outcome.*

4.3 The partnership leads have all met to review progress for the second quarter of the Improvement period and amendments have been made accordingly. Some of the key activities are described below:

- **Health and Well-being:** The new Lewisham Young People's Health Service is now operational. COMPASS who deliver the service now have a Manager Representative at the Sub-board. An operational procedure document is being agreed with COMPASS to match their wider Service Specification and the said Manager has presented at the YOS Whole Service meeting. Three Health and Well-being practitioners are now available to the YOS to deliver a holistic health screening and intervention service including referrals to their nurse practitioner to meet primary health needs. **Following on from the JSNA presented to the board in June 2017 the team have now received training in Speech and language Therapy screening (Royal College screening form).** The YOS has also purchased materials from Durham which are well recognized nationally and accredited by Youth Justice Board Practice Hub (Evidence –based). These resources are used to assist with communications and interventions in the Youth Justice context.
- **Risk and Vulnerability Management Panel:** A review is now complete based on HMI P recommendations: The panel has been streamlined and working to be more efficient and effective to ensure clarity of purpose. The essential change is the embedding of case formulation meetings for all cases referred prior to the full meeting to ensure a comprehensive review is undertaken and a multi-disciplinary plan is presented to the Panel for ratification. It is recommended that the panel is re-branded to reflect the changes to be named as the **CRISP (Critical RISK Safety Panel)**. The final proposal is that the newly revised paperwork for the panel is used more

effectively for information and data gathering to form regular analytical reports about panel outcomes and effectiveness.

- The YOS is close to completing a comprehensive review of all key policy documents and has at its core the strap line ***'Delivering Positive Outcomes for Young People through a Strategic Learning Framework'***. This paper will provide an overriding framework around the key aspects of this learning environment within the YOS concentrating upon workforce development (including staff supervision and training, quality and improvement, stakeholder views and the influence of partners through consultation activity. The inter-relationship between these key aspects is illustrated within the overall learning framework diagram.



4.4 Other key policy documents currently being revised are **YOS/Children' Social Care Policy**. A draft policy is currently in circulation and the main principles have been agreed. Over the course of Sept 17 and certainly by the next Sub-board (Oct 17) the detail in relation to various interface points (remand, Community Orders, Resettlement will have been completed. A new bi-monthly meeting has been introduced named YOS/LAC interface which is to be jointly chaired by a Senior Manager from CSC and myself. The meeting has

now been held on two occasions with representatives from both teams and also key partners (Virtual School, Nursing, CAMHS) and will have as regular agenda items; sharing best practice, themes, case reflection and learning, Quality Assurance.

4.5 On 9<sup>th</sup> November the Youth Justice Board Chair hosted a partnership event focusing on the 97 young people who we need to prevent entering the youth justice system. This initiative brought together 39 staff from across the children's services disciplines and wider economy, statutory and voluntary. The ideas formulated at the event will direct the actions for on-going partnership development and improvement for next year. There is a growing consensus that all services have their part to play in prevention of youth crime and targeting those few who are at risk of a conviction. The part played by health, education and social care as well as community safety and mentoring organisations in the collective aims are clearer.

4.6 The partnership leads have all met to review progress for the last quarter of the Improvement period and amendments have been made accordingly. Some of the key activities are described below:

- **Interventions and Programs:** The team is now well placed to continue the implementation of a range of interventions to enhance effectiveness and support the trauma-informed approach. In addition to the revision of the Junior Attendance Centre presented last month programs are underway as follows:
  - **Street Doctors- have been commissioned with support of the Community Safety team to deliver workshops to young people's in a group setting to provide them with first on the scene first aid skills to improve awareness, confidence and insight.**
  - **Trauma-informed Weapons awareness – to be piloted in January 2018.**
  - **Reparation and Unpaid work programs – the team has seen an extension and enhancement of programs including Charity Shop work, cycle maintenance and Big box Christmas food charities.**
  - **New Horizons – a safe base for young people to access resettlement support, outreach youth work and emotional well-being based in North London. The project will be working closer with Lewisham YOS.**


















- A pilot with the Irene Taylor Trust project working on music as a means to engage young people- this particular program is being co-worked with the Lewisham looked after team.

4.7 Finally in line with the Youth Justice Management Board Chair's proposals the need to begin to give thought to the next phase of improvement. Data and analysis arising from our live data should also influence the plan for example: the intensifying of Serious Youth Violence and stubbornly high custody rates. The Logical next questions after the action plan completion in December will be to review all the actions and ask:

- What difference have they made?
- How do we know objectives were met? (Evidence column on the plan?)
- What evidence can we draw on to determine that all objectives were achieved?
- What have we achieved?
- Where is the service at now?
- What more could realistically be done?
- How the landscape now compared to a year ago is and what new factors should we consider?

### Improvement Plan Basket of Indicators

National KPIs	RAG
<b>FIRST TIME ENTRANTS</b>	
Reducing the numbers of First Time Entrants to the YJS	
<b>REOFFENDING</b>	
Reducing Reoffending: YJB Binary Rate	
Reducing Reoffending: YJB Frequency Rate	
Reducing Reoffending: YJB Reoffence by Reoffenders Rate	
Reducing Reoffending: Live Tracker Binary Rate	
Reducing Reoffending: Live Tracker Frequency Rate	
Reducing Reoffending: Live Tracker Reoffence by Reoffenders Rate	
Reducing Reoffending: Live Tracker Reoffending in First Month of Supervision	
Reducing Offending: Live Tracker % of Violent Reoffences	
Reducing LAC Reoffending: Binary Rate	
Reducing LAC Reoffending: Frequency Rate	
Reducing LAC Reoffending: Reoffence by Reoffenders Rate	
<b>CUSTODY</b>	
Reducing the number of Custodial Disposals	
Reducing the number of LAC receiving Custodial Disposals	
<b>REMANDS</b>	
Reducing the use of Remand:	
Total Number of Bed Nights	
Total Number of Young People on Remand	
<b>Local KPIs</b>	
<b>EDUCATION</b>	
Increasing the number of young people IN EET	
% of young people who are in EET at the end of their Order	
EET Attendance	
EET Attainment by end of Order	
<b>ACCOMODATION</b>	
% in Suitable Accommodation at the end of their Order	
% of young people who have had accommodation confirmed 2 weeks prior to release from custody (remand or sentence)	
<b>HEALTH</b>	
Mental Health - Number Identified as requiring a service	
Mental Health - Number receiving a CAMHS assessment	
Mental Health - Number receiving a CAMHS Specialist Intervention	
Speech and Language - Number Identified as requiring a service	

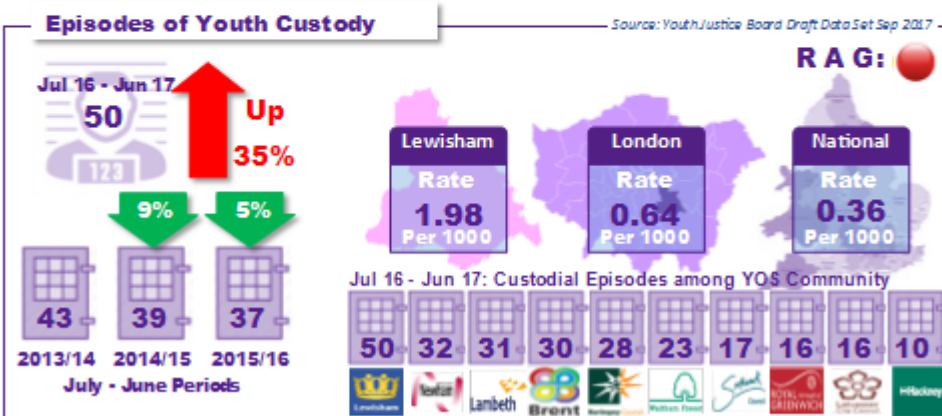
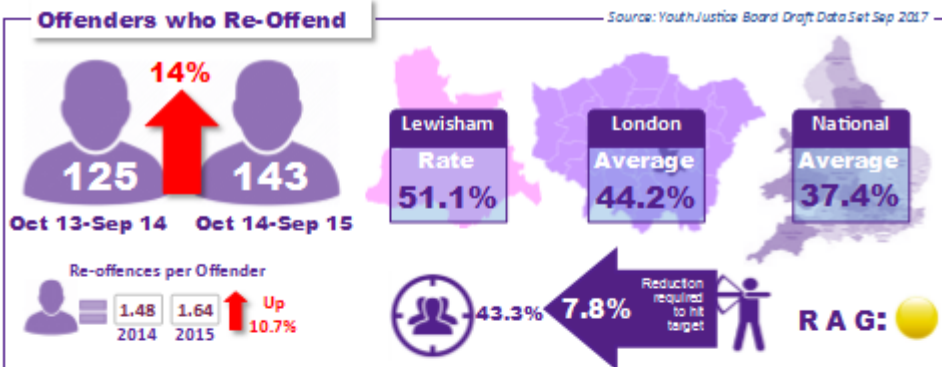
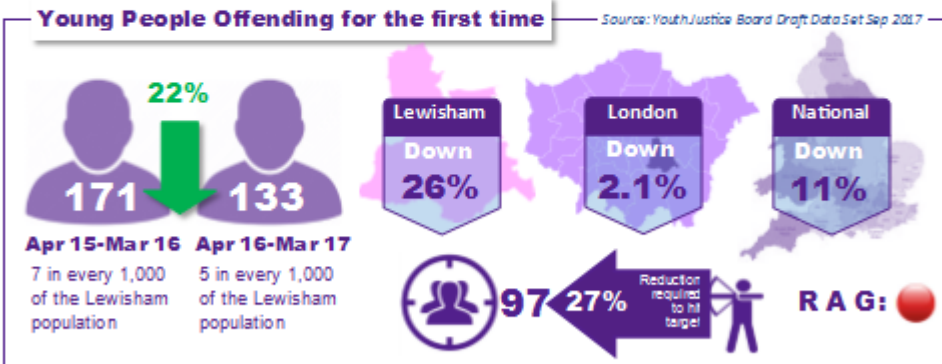
Speech and Language - Number receiving a S & L Assessment	
Speech and Language - Number receiving a S & L Specialist Intervention	
Trauma - % of cases assess for trauma	
Trauma - % of cases where a trauma informed intervention is being delivered	
<b>DISPROPORTIONALITY</b>	
Toolkit	
<b>Local Standards</b>	
<b>NATIONAL STANDARDS</b>	
Proportion of National Standards :Red, Amber and Green	
Monthly Case Audits: Good, Satisfactory, Not Satisfactory, Poor	
<b>IMPROVEMENT PLAN</b>	
Board Self-Assessment: HMIP Indicators of Effectiveness	
Proportions of Improvement Plan Actions: Red, Amber and Green	
<b>WORKFORCE</b>	
Vacancy	
Long term Absence	
Agency	
Training completed (as per workforce plan)	
<b>RELEVANT CRIME STATS</b>	
Serious Youth Violence	
Knife enabled crime under 25 (excluding Domestic Abuse)	
Gun enabled crime	



# LEWISHAM YOUTH OFFENDING SERVICE DATA Nov 2017

## Key Performance Indicators

The following data in this indicator comes from the Police National Computer and is published by the MoJ. The data is shown in rolling full-years for the 12 months to March, July, September, and December of each year. The London Borough of Lewisham is unable to check, cross reference and/or provide further details regarding this indicator.



## **5.0 Financial Implications**

- 5.1 There have been financial considerations both in the short and long term in relation to delivering against the improvement plan. These will be reviewed in December 2017.

## **6.0 Legal and Human Rights Implications**

- 6.1 The Council is under a number of statutory obligations to reduce crime and anti-social behaviour. The Crime and Disorder Act 1998 requires the Council to formulate and implement a strategy for the reduction of crime and disorder; the Anti Social Behaviour 2003 requires the Council as a local housing authority to have policies and procedures for dealing with anti-social behaviour and the Race Relations (Amendment) Act 2000 places the Council under a duty to have, when carrying out its functions, due regard to the need to eliminate unlawful discrimination and promote good relations between persons of different racial groups.
- 6.2 The Local Government Act 1999 places a duty on the local authorities to secure continuous improvement in the way its functions are exercised having regard to the combination of economy, efficiency and effectiveness.
- 6.3 Section 2 of the Local Government Act 2000 empowers the local authority to do anything which it considers likely to achieve the promotion or improvement of the economic, social or environmental well-being of all or any persons within the local authority's area.
- 6.4 These statutory duties amongst others feed into the Council's Safer Lewisham Strategy.

## **7.0 Equalities Implications**

- 9.1 Developing safe and secure communities is central to the work of the Council as a whole and in particular to the Community Services directorate. Reducing and preventing crime, reducing fear of crime and supporting vulnerable communities is critical to the well-being of all our citizens.

## **8.0 Crime and Disorder Implications**

- 8.1 Section 17 places a duty on partners to do all they can to reasonably prevent crime and disorder in their area. The level of crime and its impact is influenced by the decisions and activities taken in the day-to-day of local bodies and organisations. The responsible authorities are required to provide a range of services in their community from policing, fire protection, planning, consumer

and environmental protection, transport and highways. They each have a key statutory role in providing these services and, in carrying out their core activities, can significantly contribute to reducing crime and improving the quality of life in their area.

## **9.0 Environmental Implications**

9.1 All appropriate services are consulted about on agreed activity before proceeding where Key decisions made may have environmental implications.

## **10.0 Conclusion**

10.1 There have been some significant decisions and progress made in critical areas of the improvement plan. The programme of work in place will build on these and be focusing on and driving forward the quality, new model of delivery and outcomes for young people.

For further information on this report please contact Geeta Subramaniam-Mooney Head of Public Protection and Safety, Directorate for Community Services on 020 8314 9569, Keith Cohen Strategic Youth Offending Service Manager on 020 8314 9884.