

Children's Services Department: Service Plan 2016/17

HAMPSHIRE YOUTH JUSTICE PLAN (as required under s40 (1) of Crime and Disorder Act 1998)

Service:	Hampshire Youth Offending Team
Service manager/lead:	Alison Smailes, Head of Service

Introduction

This plan is required in statute, submitted to the Youth Justice Board annually. It is the fifth strategic youth justice plan for Hampshire Youth Offending Team (HYOT), which was formed on 1st April 2012 following the disaggregation of Wessex YOT. This plan also comprises the youth offending service plan required for Hampshire County Council's Children's Services department. It sets the strategic direction and key priorities for HYOT in 2016/17. This year, the Youth Justice Plan is required by 30th September 2016 due to the delay in the Youth Justice Board confirming grant allocations and subsequent reductions in budget for 2016/17. The Taylor Review of Youth Justice, commissioned by the previous Secretary of State for Justice, was due for publication from week commencing 27th June 2016. This review has yet to be published, so the contents and political decisions arising from it unfortunately cannot be incorporated into this annual plan. As a result, this Youth Justice Plan can only be for the coming months and will be subject to likely change, adaption and review as the future of youth justice and its funding becomes clearer.

Summary of Achievements and review of 2015/16:

- HYOT awarded the Restorative Services Quality Mark (RSQM) by the Restorative Justice Council, Spring 2016
- Strong performance in HMIP Short Quality Screening Inspection, April 2016
- Maintained performance across the national indicators, with further reductions in first time entrants
- Embedded the Hampshire Constabulary review of police resource to YOT and with police colleagues established 'Triage panels' to enable better out of court decision making
- Maintained support (by way of seconded member of staff) and referral to the successful evidence based Wessex Dance Academy
- Delivered two Break for Change (adolescent to parent violence) programmes in conjunction with and funding from local partners
- Continued to deliver and develop the content of 'Learning Lessons' workshops based on recent Critical Learning Reviews, delivered to all staff.
- Delivered successful Easter and Summer Arts Award Colleges in partnership with Hampshire Cultural Trust and Unitas.
- Maintained good performance and service delivery during a year of further reductions in the HYOT partnership budget (cumulative reduction of 20% since 2012), responded to the YJB in year grant reduction (10.6% in November 2015) and managed a planned service review and restructure as a result (Phase One completed in Spring 2016).

Major in year changes to service delivery

In terms of Governance, the Chair of the HYOT Management Board changed during 2015/16. As a result of the promotion of the Chair, Steve Crocker, to Director of Children's Services in Hampshire and the Isle of Wight, Stuart Ashley (Assistant Director) took on the Chair from March 2016 onwards. The Board has spent much of 2015/16 planning with the Head of Service how to meet the continuing reductions in the partnership funding and especially how to respond to the grant reductions from the YJB. Due to careful financial planning and vacancy holding, the in year reduction announced by the YJB in the Autumn of 2015 enabled HYOT to avoid an immediate course of action within 2015/16; instead planning for a two phased service review over 2016/17. Phase One began in February 2016 and consisted of significant non staffing savings alongside

redundancies for five people. This led to a reconfiguration of management and of service delivery in the areas of parenting (utilising new key partnership provision for voluntary pathways). Phase Two begins in August 2016 and will involve a wider review to enable us to meet the financial challenge required by 2017 within our current partnership YOT model. Further financial reductions after 2017 will mean we will have to undertake a more fundamental review of how youth justice services are delivered in Hampshire.

Innovative or promising practice

HYOT successfully achieved the RSQM award during 2015/16 which gives confidence to our stakeholders and victims in the work that we do. HYOT continue to support the Wessex Dance Academy in partnership with Hampshire County Council and Hampshire Cultural Trust. We have delivered two Break4Change programmes and continue to provide Rapid English support. Following from our pilot of Y2A transitions in the north east of the county, the Isle of Wight YOT devised a Y2A transitions programme which is used in HYOT as part of our Y2A transitions protocol – this programme was praised by HMIP Inspectors. Inspectors also praised some of the innovative and child friendly plans that were used with children and young people in HYOT. As a result, this good practice has been harnessed by the Hampshire and Isle of Wight YOTs' Participation and Diversity group and also shared with IOW YOT staff via a workshop. A countywide weekly Triage panel has been established to enable the police to make better informed disposal decisions with multi agency information – this should improve both police consistency of decision making across the county and outcomes for children and victims.

Partnership response to inspection reports published in the past 12 months

HYOT was the subject of an HMIP Short Quality Screening Inspection in April 2016. HYOT showed good performance in this inspection, and whilst the scores are not published by HMIP, HYOT scored highly particularly in the areas of protecting the public and protecting the child/young person. This inspection came at the same time as the first phase of the HYOT service review which was responding to the financial challenges. It is, therefore, all credit to staff and managers for highlighting their evident strengths to inspectors at what was a difficult and stressful time for many. This inspection was also carried out at the same time as an SQS on the Isle of Wight, requiring managers to simultaneously support staff in both YOTs through the inspection, whilst maintaining performance and undergoing a service review and redundancies. Key strengths for HYOT were identified as follows by inspectors:

- ☐ Committed and creative staff.
- ☐ Engagement of children and young people and their parents/carers.
- ☐ Assessment of factors contributing to reoffending.
- ☐ Assessment, planning and management of the risk of harm posed to others.
- ☐ Information sharing and joint working with other agencies.

Areas requiring improvement have been incorporated into an inspection action plan which is being monitored by the Board:

- ☐ Review of assessment and planning.
- ☐ The consistency of intervention planning and the involvement of children and young people and their parents/carers in the process.
- ☐ Advice to courts to aid sentencing.

In addition to the above SQS inspection, HYOT benchmarks itself against recommendations from YOT thematic inspections carried out by HMIP. This then results in key actions and is overseen by the Board. The thematic inspections on Girls in the Criminal Justice System and Resettlement were benchmarked in 2015/16.

Structure and Governance

HYOT partnership provides youth justice services for the county of Hampshire. The role of YOTs, under the Crime and Disorder Act 1998, is to prevent offending and reoffending by children and young people. Under the 1998 Act, four agencies (the local authority, police, probation and health), in addition to a grant from the Youth Justice Board, contribute to the finance, resource and staffing of the YOT. HYOT is supported and overseen nationally by the Youth Justice Board for England and Wales, a non departmental public body which is sponsored by the Ministry of Justice. Locally, HYOT is accountable to, and governed by, the HYOT Management Board. The Board consists of representatives from the four statutory agencies (Hampshire County Council Children's Services, Hampshire Constabulary, Hampshire Clinical Commissioning Groups and the National Probation Service), along with representatives from the Office of the Police and Crime Commissioner, Community Safety partnerships/district councils, HMCTS, Housing, Public Health and the voluntary sector. The Head of Service for HYOT is line managed by the Assistant Director of Children's Services (Stuart Ashley) who is also the current Chair of the Management Board.

HYOT is structured into four area teams for local delivery, with countywide functions being managed centrally. The four area teams cover:

North West (district council areas of Basingstoke and Deane, Test Valley north and Winchester)

South West (district council areas of Eastleigh, New Forest and Test Valley south)

North East (district council areas of Rushmoor, Hart and East Hants)

South East (district council areas of Fareham, Gosport and Havant).

The countywide services of Restorative Justice, Parenting and Employment, Training and Education are managed by a central manager. The 'prevention arm' of HYOT is the Youth Crime Prevention Team (YCP). YCP workers are currently co-located and line managed within the Early Help Hubs, although there is a current proposal in the Phase Two service review for YCP to be based and line managed within YOT area teams, whilst maintaining an integral link with the newly configured Hampshire Family Support Service. YCP work is currently funded jointly from the HYOT partnership budget (via a proportion of the YJB grant), Children's Services and a grant from the Police and Crime Commissioner (which previously came direct from the Home Office).

Under a strategic five year partnership with the Isle of Wight Council, Hampshire Children's Services have managed the island's Children's Services (social care and education) since July 2013. This arrangement included the YOT from October 2013. HYOT's Head of Service therefore line manages the Isle of Wight YOT's Team Manager and the Island's Team Manager and Assistant Team Manager form part of a joint management team with Hampshire YOT. The Isle of Wight YOT retains a separate Management Board and is directly accountable to the Isle of Wight Council through its elected members. The Chair for both Hampshire and Isle of Wight Boards is the same (Assistant Director of Children's Services).

HYOT's Board oversees and monitors the performance of the YOT against both the national and local indicators on a quarterly basis, including YJB requirements and conditions of grant such as compliance with secure estate placement information, completion of national standards audits and the review of all Critical Learning incidents which come through the Board in the first instance with an annual summary being provided in addition by the Head of Service. An annual report of quality assurance activity and progress/outcomes is also received by the Board.

HYOT has a strong commitment to improving and developing its safeguarding practice. The Head of Service sits on the Hampshire Safeguarding Children Board, chairs one sub group (Workforce development) and is a member of another (serious case review group). All of the other LSCB sub groups are attended by a YOT manager. In addition, HYOT has strong links

with the Willow team (Child Sexual Exploitation/Missing, Exploited, Trafficked) Team and is an integral part of the Hampshire Missing Exploited Trafficked Group. At a recent Hampshire LSCB Challenge Day on MET, HYOT was assessed as 'good'.

Resources and Value for Money

HYOT partnership has a current revenue budget of circa £4 million (both cash and staffing resource from partners) with approximately 80 staff. Appendix One provides an overview of the HYOT funding for 2016/17. The Youth Crime Prevention budget is £565k with 16 staff. The largest percentage of HYOT partnership's funding and resource is contributed by Hampshire Children's Services (52%), followed by the Youth Justice Board (31%), probation (9%), police (6%) and health (2%). Hampshire Constabulary and the five Hampshire Clinical Commissioning Groups contribute their resource through staffing (four police offices with oversight of a designated sergeant, and two Child and Adolescent Mental Health Nurses with a half time health team lead respectively), whilst Hampshire Children's Services and the Youth Justice Board contribute in cash. The National Probation Service has revised its national contribution to youth offending teams this year and from 2017 will be providing four probation staff but no further additional cash. The YOT Management Board oversees the partnership budget. The separate Youth Crime Prevention budget is currently funded by a Police and Crime Commissioner grant (42%), Hampshire YOT's contribution from the Youth Justice Board grant (36%) and Hampshire Children's Services (22%).

An overview structure chart of the whole of HYOT is attached in Appendix 2, although this is subject to change in coming months due to the Phase Two service review of 2016/17 to meet financial challenges of the reduction in probation contribution and Youth Justice Board grant. B7 and B8 returns to the Youth Justice Board detail staffing by agency, and staffing and volunteers by gender and ethnicity as required.

Over the past few years, HYOT has been required to make significant efficiency savings due to the financial pressure on all partners. In 2014, Children's Services reduced the YOT contribution by £300k over two years. This was achieved by a service and management restructure over 2013/14 and 2014/15. In addition the health cash contribution reduced in three years from £178k to zero. More recently, the review of the National Probation Service contribution to YOTs has led to a cessation of cash contributions by 2017. For HYOT this has meant we retain four probation officers but lose £200k in cash from the partnership budget. The recent YJB grant reductions included a 7.6% cut in the 2015/16 allocation, followed by an additional 10.6% in year cut in the autumn of 2015 and a further 12% reduction in April 2016/17. These cumulative reductions have been very challenging indeed and have required much planning and focus from Board partners in identifying how we will deliver youth justice functions going forward. The 2015/16 Phase One service review delivered full year savings of £368k for

2016/17; Phase Two consultation is underway with staff, August 2016, and is proposing to deliver a further known budget deficit of £204k for 2017/18. Any new and further significant reductions to the partnership budget from April 2017 will now require a radical rethink of how youth justice services are provided in Hampshire as the current model of multi-agency YOT delivery will not be sustained in the longer term if the current rate of percentage reduction in funding continues.

As is the case nationally, the number of young people the YOT works with continues to decrease in number, meaning that caseloads are reducing. The workforce has been restructured accordingly. Excluding prevention, in 2013/14, HYOT worked with a total of 1185 children, in 2014/15 it was 1109 children and in 2015/16 it was 953. The reoffending cohort size in Hampshire has also halved in the last few years, however, the complexities of those children in the system are well documented nationally, and replicated locally by our health needs analysis and Community Safeguarding and Public Protection Incidents. Despite decreasing numbers, we continue to require a skilled team of multi-agency practitioners who can use evidence based interventions that respond to current needs and risk displayed by those children who are on the edge of, or who come into the Criminal Justice System.

Partnership Arrangements

In addition to the safeguarding partnership arrangements mentioned in the Structure and Governance section above, HYOT has strong links with Hampshire's Supporting Troubled Families Programme (STFP), and is represented within all ten local co-ordination groups; the Head of Service is a member of the STFP management steering group. The Head of Service sits on the Hampshire Children's Trust Board (with team and assistant team managers representing HYOT within the Locality Children's Partnerships and community safety partnership arrangements), on the 'Care Matters' Corporate Parenting Board (with team managers supporting sub groups) Representing the four pan Hampshire YOTs (Hampshire, Portsmouth, Southampton and Isle of Wight) the Head of Service is a member of the Local Criminal Justice Board, the MAPPA Strategic Management Board and the Hampshire Constabulary Youth Strategy Governance Board.

As noted above, Hampshire Children's Services entered into a five year partnership with the Isle of Wight Council in July 2013, becoming responsible for the management of Children's Services on the island. In line with these arrangements, HYOT took on the management of the Isle of Wight YOT in October 2013. As a result, the Head of Service is also embedded into the specific partnership arrangements of the Isle of Wight, including as a member of the LSCB and chairing one of its sub groups.

HYOT currently commissions one service, relating to the statutory provision of appropriate adults for children in police custody. This contract has just been re-tendered, with HYOT leading on a joint tender with HCC procurement colleagues which

collaborated with Isle of Wight, Southampton and Portsmouth YOTs along with Hampshire, Southampton and Portsmouth Adult Services and Hampshire Constabulary. This was in an attempt to enable a consistent and efficient service across the whole geographical area that provides a quality service to both children and vulnerable adults and is value for money, making best use of reducing partner resources.

HYOT meets its duty under 'Prevent' in collaboration with partners. This duty is monitored under both the safeguarding board and a pan- Hampshire Prevent Board of which a lead team manager for Prevent in HYOT is a member. Hampshire Children's Services have a Prevent Strategy and action plan, alongside a training strategy, of which HYOT is a part (currently a multi-agency self assessment Prevent audit is being collated). All YOT staff and volunteers have completed the Prevent e-learning training and will undertake WRAP training alongside Children Service's colleagues. Several HYOT staff/managers are WRAP Trained Trainers. HYOT has recently updated its Prevent pathway and referral processes for staff by way of a flowchart which clearly identifies routes of referral into children's social care and Channel. In addition, HYOT collaborates with Southampton, Portsmouth and the Isle of Wight Youth Offending teams to ensure representation and involvement within regional County Lines (Gang and Serious Youth Violence) forums and the Hampshire Serious and Organised Crime agenda.

Risks to future delivery against the Youth Justice measures

The overarching risks to future delivery for HYOT can be summarised in the following significant areas:

- (i) Future reduction in financial and other resource – any further reductions in finance or resource from partners will present a risk to future service delivery. Hampshire as a local authority is planning to make further efficiency savings required up to 2020 and the future of the youth justice grant is uncertain with another in year cut is possible. Equally, the uncertainty currently surrounding the timing and publication of the Taylor Review and the future of youth justice in England and Wales (along with the funding) means that any medium or long term planning is challenging.
- (ii) Maintenance of Prevention and 'non-statutory' work – HYOT Management Board is committed, in principle, to maintain the non statutory 'prevention arm' of the YOT. The proven benefit of early intervention and diversion, along with the continued decrease in first time entrants, has reduced the need for more costly statutory interventions. However, if the OPCC grant is reduced/ceased and if there is further pressure on the HYOT partnership budget, the funding for prevention would be seriously compromised. The risk is then in a potential increase in the statutory caseload for YOT.

- (iii) Management capacity under pressure due to IOW YOT partnership – Due to service reviews across both YOTs over the past two years, the manager posts left have wider spans of accountability and areas of responsibility than they had before; for Hampshire this includes key responsibilities on the Isle of Wight.
- (iv) An increase in reoffending – as the cohort size of children we are working with decreases, but the risks and needs of these children continues to be complex and demanding, we need to constantly ensure we are using interventions that are appropriate for and achieve the best outcomes.

The above risks, whilst testing, will be mitigated by:

- (i) Continued development, through the HYOT Management Board, of the strategic links with all partners around an understanding of shared outcomes which can be achieved jointly. Maximising opportunities (for example, parenting pathways with Barnardo's, Children's Services Innovation Fund volunteering and other streams, potential Partners in Practice, Supporting Troubled Families Programme). Robust financial planning that accommodates the demand and resource implications from 2017, consideration of ways of working with the Isle of Wight YOT to increase capacity and improve performance across both YOTs.
- (ii) Ensure continued good communication with the Police and Crime Commissioner and his office, highlighting those areas of effective and evidence based practice used by HYOT and Youth Crime Prevention which contribute to the Police Crime Plan objectives. Embedding the triage decision making panels with police partners and the role of the police officers within HYOT. Developing strong links with the new Hampshire Family Support Service Hubs and the early help offer and Supporting Troubled Families Programme.
- (iii) Continued strong relationship with Children's Services at all levels, especially in relation to the offending of children looked after, remands, resettlement and accommodation for those aged 16 plus. Effective use of all levels of management including the relatively new Assistant Team Manager roles and the joint Performance and Quality Assurance Co-ordinator post which sits across both YOTs.
- (iv) Develop further the YOT's quality assurance framework and better use of local data to understand trends and patterns, enabling co-ordination, and using evidence based approaches together with partners to help children and young people stop offending.

Section A: service priorities

Guidance on priorities is provided within the service planning toolkit.

Priority no.	Priority description	Which corporate and departmental priorities does this link to? (e.g. CYPP1 - see priorities list below)
1	Ensure readiness for and plan, respond and deliver within the available reducing resources, youth justice services that maximise opportunities through partnerships. Prepare (with partners) for the impending Taylor Review of youth justice and other local and national political initiatives including devolution.	HCC1, SH3, SH4, CYPP1, CYPP2, CYPP3, CYPP4, CYPP5
2	Continue to improve performance and deliver on HMIP post inspection action plan	HCC1, SH4, CYPP2, CYPP4, CYPP5
3	Implementation of AssetPlus	CYPP1-5
4	Improve and develop partnerships with Health (including public health) and the Office of the Police and Crime Commissioner and new PCC (regarding prevention and Restorative Justice practice notably)	HCC1, HCC2, SH1, SH3, SH4, CYPP1, CYPP2, CYPP4
5	Continue to improve the quality assurance framework within HYOT and ensure the views of children, parents and victims are involved in improving the quality of our services	SH3, SH4, CYPP4
6	Maintain the 'business as usual' partnership with the Isle of Wight YOT; explore further models of delivery both strategically and operationally, that will benefit and enhance performance and outcomes of both YOTs.	SH3, SH4

Priorities list:

Corporate aims		Shaping Hampshire priorities		Children and Young People's Plan 2015-18 priorities	
HCC1	Hampshire safer and more secure for all.	SH1	Health and wellbeing: improving health and wellbeing for all	CYPP1	Outcome - Be healthy Priorities: 1. Employ strategies with all agencies to promote emotional wellbeing and good mental health. 2. Promote healthy weights and physical activity. 3. Promote health and wellbeing in pregnancy and childhood. 4. Promote access to health services for vulnerable groups of children and young people. 5. Continue to work to reduce the rate of teenage conceptions among girls aged 15-17. 6. Reduce and tackle substance misuse.
HCC2	Maximising wellbeing.	SH2	Economy: Promoting economic prosperity and protecting the environment	CYPP2	Outcome - Stay safe Priorities 1. Improve awareness of and responsiveness to Child Sexual Exploitation (CSE). 2. Reduce the number and improve responses to children who go missing from home or care. 3. Help children and young people understand how to keep themselves safe (recognising grooming, cyberbullying), thereby reducing the possibility of children entering risky behaviour. 4. Work to reduce the incidence of domestic violence and its impact on children.
HCC3	Enhancing our quality of place.	SH3	Communities: Working with communities to enhance local services	CYPP3	Outcome – Enjoy and achieve Priorities 1. Increase the proportion of children attending good or outstanding schools. 2. Continue to improve educational outcomes for disadvantaged children, especially those in care, those eligible for free school meals, those with special educational needs and those who belong to specific black and minority ethnic groups that do not do as well as children in other groups. 3. Examine ways in which we can better engage with the independent schools sector in Hampshire.

Corporate aims		Shaping Hampshire priorities		Children and Young People's Plan 2015-18 priorities	
					4. Target support to parents who need help with their children's education.
		SH4	Efficiency: delivering high quality, cost-effective public services	CYPP4	Outcome – Make a positive contribution Priorities 1. Reduce offending and reoffending by young people. 2. Promote the meaningful participation of all children and young people. 3. Promote wider partnership with providers of varying youth services including district, town and parish councils and the voluntary sector. 4. Promote Rights, Respect and Responsibilities (UN Convention on the Rights of the Child), to help children become responsible citizens, understand and promote their own rights and their responsibilities, and respect the rights of others. 5. Promote the range of local activities provided by the voluntary and community sectors including National Citizen Service and Duke of Edinburgh's Award in order to allow children and young people to participate in activities beyond the school day.
				CYPP5	Outcome – Achieve economic wellbeing Priorities 1. Increase the number of young people in education, employment and training, including those that are Care Leavers. 2. Provide and develop opportunities for young people through apprenticeships and internships. 3. Promote access to high quality careers information, advice and guidance. 4. Work with two Local Enterprise Partnerships (LEP) to ensure that the development of young people's skills for employment have a high priority. 5. Support Hampshire (Troubled) Families Programme to deliver change for identified children and their families with multiple problems including parents/carers not in work and children not attending school.

Section B – delivery section

The delivery section sets out the key activities that need to take place in order to achieve the service priorities. All activities should be delivered within agreed budgets and levels of workforce. Success measures are used to assess progress against activities and priorities.

Further guidance on establishing activities, success measures and targets is provided in the service planning toolkit, available online at:

<http://intranet.hants.gov.uk/childrens-services/pandp.htm>

Note - The full details within this delivery section will form the basis of the content of local area and functional team plans with Hampshire YOT and are not contained here. The plans will be revised, reviewed and adapted throughout the year, especially in light of the Taylor Review and any further changes or reductions to the HYOT budget. The main focus this year is to continue to achieve good performance whilst stabilising the service in the aftermath of the current service review and resulting changes to staffing.

Priority no.	Activity	Lead officer	Success measure	Baseline 2016	Target (or target date) 2016/17	Performance update section (to be completed at quarterly intervals, when requested by Planning & Performance Mngr)		
						Current data	RAG rating	Commentary
1	To include: - Completion of Phase 2 2016/17 service review including line management of Youth Crime Prevention workers. - Develop links with new Family Support Service Hubs - Embed Triage panels as business as usual - Financial planning with management board once further funding/direction known.	Alison Smailes with managers and HYOT Board	New structure implemented by January 2017 and the 2016/17 efficiency savings achieved.	N/A	N/A			

Priority no.	Activity	Lead officer	Success measure	Baseline 2016	Target (or target date) 2016/17	Performance update section (to be completed at quarterly intervals, when requested by Planning & Performance Mngr)		
						Current data	RAG rating	Commentary
2	To include: - HYOT HMIP Action Plan actions - Reduce the number of first time entrants into the youth justice system (measured by rate of first time entrants to the youth justice system per 100,000 young people aged 10-17) - Reducing reoffending (measured by number of reoffenders who reoffend within a 12 month rolling cohort) - Reducing the number of children and young people in custody (measured by number of custodial sentences per 1,000 young people aged 10-17).	Alison Smailes and managers with HYOT Board partners	All actions on HMIP Action Plan completed.	Rate of 309	Rate of less than <295			
				37.5%	36%			
				Rate of 0.23	Rate of <0.19			

Priority no.	Activity	Lead officer	Success measure	Baseline 2016	Target (or target date) 2016/17	Performance update section (to be completed at quarterly intervals, when requested by Planning & Performance Mngr)		
						Current data	RAG rating	Commentary
3	- Progress with project plan to implement AssetPlus once Capita One system upgrades are in place (due December 2016), - train whole service in use of AssetPlus appropriate for and according to role using the internal Trained Trainers -	Alison Smailes, and leads Karen Golden and Juliette Harcourt with HYOT Trained Trainers	AssetPlus implemented and utilised by HYOT staff as a framework to assess and plan interventions with children and young people	N/A	From January 2017			
4	To include- - develop relationship with new CCG Board member - induction of new health team leader and recruitment of vacant mental health nurse post - update HYOT health needs analysis in 2016/17 - embed school nursing links within all operational teams - Develop relationship with new PCC and his office via LCJB and other forums	Alison Smailes, Chair of HYOT Board, Health Team Leader	Fully staffed and functioning health team working with children and young people on identified well being, emotional and mental health needs, updated understanding of health needs of current HYOT cohort Ongoing support of PCC to achieve joint aims in preventing offending and offering restorative interventions. Continued reduction in first time entrants (see priority 1 above)	N/A	N/A			

Priority no.	Activity	Lead officer	Success measure	Baseline 2016	Target (or target date) 2016/17	Performance update section (to be completed at quarterly intervals, when requested by Planning & Performance Mngr)		
						Current data	RAG rating	Commentary
5	- Continue Participation and Diversity(PaD) group and the associated annual action plan - Revise and update the HYOT Quality Assurance framework in light of HMIP Action plan and introduction of AssetPlus	Managers/ Performance and QA Co-ordinator.	PaD group action plan delivered and reported to HYOT Board – evidence of the views of children and young people have been incorporated into service delivery. Evidence in annual Quality Assurance report that QA activity and improved performance (e.g. assessment reviews).	N/A	March 2017			
6	To include: - Joint training (e.g. learning lessons workshops) - Joint management work (e.g. on the continued update and development of policies and procedures for both YOTs) - Exploration of governance functions and future options.	Managers and HYOT Board/Chair	Increased management capacity and maximise opportunities to streamline any further processes or activities	N/A	March 2017			

Section C – Impact checklist

The impact checklist is based on a series of 'yes/no' questions, designed to assess whether service planning has considered and/or addressed risks; communication needs; and statutory requirements concerning equalities, community safety and biodiversity/sustainability. Further guidance is provided within the service planning toolkit, available online at: <http://intranet.hants.gov.uk/childrens-services/pandp.htm>

Key questions		Yes/No or N/A
(a) Risk management (full guidance on all aspects of risk management is available online at: http://intranet.hants.gov.uk/childrens-services/risk-and-business-continuity-management/cs-riskmanagement.htm):		
1	Are there any risks to relating to the activities in your service plan?	Yes
2	If so, are measures in place to eliminate or reduce any unacceptable risks to an acceptable level? If no, please see the Children's Services risk management toolkit, available online at the above link.	Yes
3	Are contingency plans in place (if needed)? If no, please see the Children's Services risk management toolkit, available online at the above link.	N/A
4	Are there adequate resources to deliver the contingency plan? If no, please discuss with your line manager.	N/A
(b) Communications and participation:		
5	Does your service need any communications support? (e.g. internal or external awareness raising, promotional campaigns etc.) If yes, please contact the Children's Services Communications Lead, Diana Leahy (01962 847368)	No
6	Does your service plan include activities that will involve children, young people and families in planning, delivery and monitoring? Advice and guidance on participation is available from the Participation Team,	Yes
(c) Equality and diversity (full guidance is available online at: http://intranet.hants.gov.uk/childrens-services/equalitiesdiversity.htm):		
7	Does your service plan include activities that will improve equality of access, particularly for those with 'protected characteristics'? (see below)	Yes
8	Will the activities in your service plan have a positive impact on any of the groups of 'protected characteristics'? (see below)	Yes

Key questions		Yes/No or N/A
9	Will any groups of 'protected characteristics' be disadvantaged by the activities within your service plan, or unable to use your service? (see below) If yes, then a full Equality Impact Assessment should be completed. Guidance is available online at the above link.	No
(d) Community safety (further information is available online at: http://intranet.hants.gov.uk/saferhampshire.htm):		
10	Does your service plan include any activities that will reduce crime and disorder, or make it easier to prevent, or help to make people feel safer?	Yes
(e) Biodiversity and sustainability (further information is available online at: http://intranet.hants.gov.uk/sustainability/sustain-board.htm):		
11	Will the activities in your service plan help to reduce the County Council's impact on the environment, or help the Authority to adapt to climate change? (e.g. by reducing energy consumption)	N/A

Protected characteristics (Equality Act 2010): The public sector equality duty covers eight protected characteristics:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership are covered, but only for the need to eliminate unlawful discrimination (aim 1 of the general duty)
- Race
- Pregnancy and maternity
- Religion or belief
- Gender
- Sexual orientation

Hampshire County Council is also committed to reducing inequalities between rural and urban areas of the county. Although not a statutory requirement, it is good practice to consider activities that will improve equality of access for people in rural areas.

The general equality duty (Equality Act 2010): Public bodies must have *due regard* to the need to:

1. eliminate unlawful discrimination; harassment; and victimisation and other conduct prohibited by the Act;
2. advance equality of opportunity between people who share a protected characteristic and those who do not; and
3. foster good relations between people who share a protected characteristic and those who do not.

The general duty applies to public authorities (including schools) **and** private/voluntary organisations carrying out functions on behalf of a public authority (either commissioned, or funded through grants). The duty applies to all work, including services, policy making, employment, procurement and decision making.

Appendix 1

AGENCY	Staffing Costs <i>total cost of the secondee to the employer, including on-costs</i>	Payments in kind <i>as defined above</i>	Other Delegated Funds <i>cash contributions from partner agencies to be used at YOT Managers' discretion</i>	TOTAL
Police	224,000			224,000
Police and Crime Commissioner			240,000	240,000
Probation	202,000		108,000	310,000
Health	84,000			84,000
Local authority			1,856,000	1,856,000
YJB			1,077,000	1,077,000
Other			446,000	446,000
Welsh Assembly Government				
TOTAL	510,000		3,727,000	4,237,000

Hampshire and Isle of Wight Youth Offending Teams Management Structure from 1 August 2016

