

The future of youth justice

Part 1 Regional youth offending teams



Charlie Taylor's report on the future of youth justice will be published in summer 2016. If the Youth Offending Team Stocktake report (May 2015) is a guide, the sector can expect significant reductions in funding and substantial restructuring.



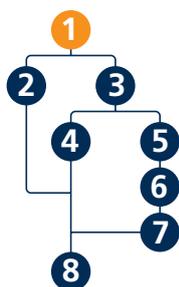
In this two-part series, Cordis Bright examines two potential courses of action that may come out of Charlie Taylor's report.

This document is **Part 1** of our series and focuses on our thinking on some of the issues that local authorities should consider organising youth offending support on a regional basis.

Following soon in **Part 2**, we look at the reintegration of YOT functions.

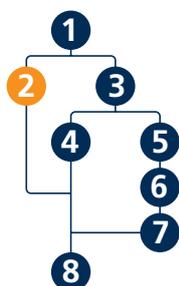
Issues for local authorities to consider

Transitioning to regional youth offending teams will present local authorities – and their partners – with a range of issues that will need to be resolved quickly in order to retain service levels and impact. Some of the main issues to consider are detailed below.



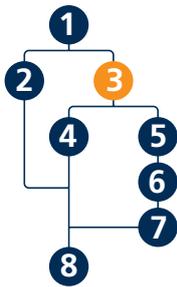
Which other youth offending teams should be part of the merger?

- a Where is there already good working relationships between teams and local authorities?
- b Which other regional structures can be piggy-backed on, e.g. combined authorities, city regions, OPCC areas, Community Rehabilitation Company areas?
- c Are there combinations of regional teams that offer higher levels of efficiency?



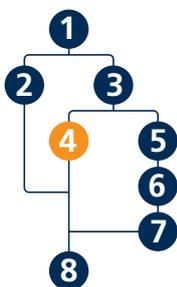
What are the best regional structures for governance, accountability and value for money?

- a What structures are needed for transition/implementation and ongoing oversight?
- b Are there existing forums that can be used?
- c Who is best placed to provide leadership and governance?
- d Who is going to project manage the transition?
- e What resources are required to make this happen effectively and efficiently?
- f How will funding be allocated between partner local authorities? How will value for money be assured?



What are the new organisation’s strategic priorities?

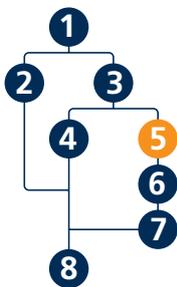
- a What is the nature of local need, e.g. geography, offending, victimisation, criminogenic profile, specialist support?
- b What outcomes should the regional team aim to achieve?
- c What level of resources are required and where will these be directed?
- d What scale of efficiency target should be aimed for?



What model of delivery will best meet local need and offer the best value for money?

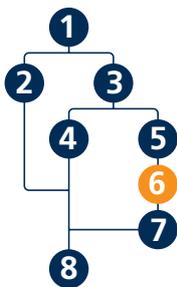
Some options include:

- a Lead/host local authority
- b Virtual regional team with secondments
- c Arms length spin-out/mutual/trust
- d Independent provider/externally commissioned



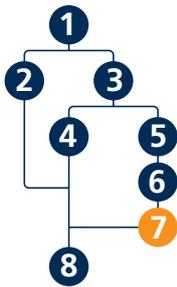
How will the regional team be structured, including level and nature of qualifications?

- a Management required?
- b Practitioners needed?
- c Support staff required?
- d TUPE processes that apply?
- e Terms and conditions that best fit new and proven ways of working?
- f How will the best staff be retained?



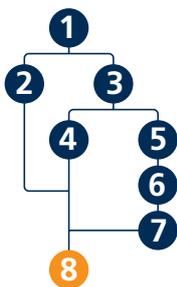
What models of practice will be used?

- a Which models of practice (local, national and international) are proven to work?
- b What evidence-based practice should be in place across the region?
- c What training is required for successful roll-out?
- d How will services be delivered, e.g. hub-and-spoke, locality teams, school-based?
- e What policies and protocols need to be put in place?



Which case management software should be used?

- a What offers best user-friendliness and value for money?
- b How to ensure interoperability with other systems in use across each local authority?



How will you know if merger is a success?

- a What key performance indicators should be set?
- b What baseline data is available on a regional basis to help assess distance travelled and efficiencies achieved?

Find out more These are just some of the issues that we think local authorities and their partners will need to consider. At its best, such a transition will provide an opportunity to embed evidence-based practice, enhance support for young people, achieve improved outcomes for young offenders and the public, and deliver substantial sustainable efficiencies. On the other hand if done badly, transition risks a period of introspection, paralysis in service provision, a dip in service performance, and increased costs. Local authorities and their partners will need to work hard to accrue the benefits of change and avoid the negative impact of transition.

Cordis Bright is one of the leading providers of support on youth justice. We've worked with about 60 youth offending services as well as the Youth Justice Board and Ministry of Justice.

If you would like to discuss the future of youth justice in your local area please contact: **Kam Kaur** on **kamkaur@cordisbright.co.uk** or **07919 483 968**