BRADFORD & DISTRICT YOUTH OFFENDING TEAM

Changing funding & accountability landscape
Devolution of remand & custody budgets

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Changing funding & accountability landscape

- Challenging landscape
- Budget reductions
- Redefinition of public services
- Localism
- Competition –who best placed to delivery services
- Payment by results
- Youth Offending Services stand alone –integration children's services
- Y.O.S. continue to part of criminal justice service
- Public confidence
- New players
- Opportunities –threats

Devolution of remand & custody budgets

- **Challenge –can we make a difference**
- Systems approach
- Can we deliver effective community sentences
- Can we reduce the numbers going into custody
- Lessons learnt from reducing custody pathfinder
- Research
- Geographical variation
- We need whole budget to maximise the financial opportunities

Devolution of remand & custody budgets

- Welcome
- Challenge
- Greater focus and opportunity
- 17yrs being treated as young people
- Vulnerable y/p in custody treated as looked after

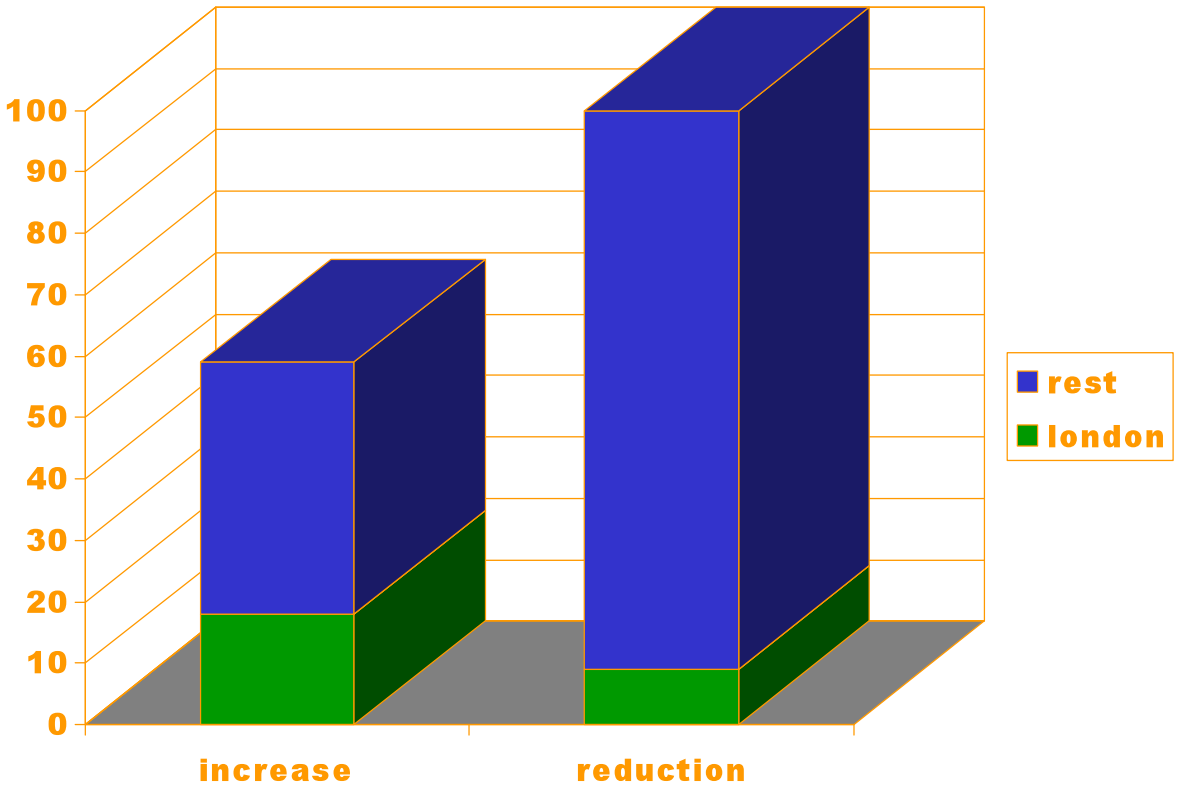
Devolution of remand & custody budgets

- YJB policy since 2009
- Transferring costs will encourage L.A. to take responsibility?
- High numbers of Looked After young people in custody
- Improved YJB reducing custody target
- Threat of payment by results
- Remands reducing
- Impact of national disturbances
- Best performance to be replicated across England & Wales?

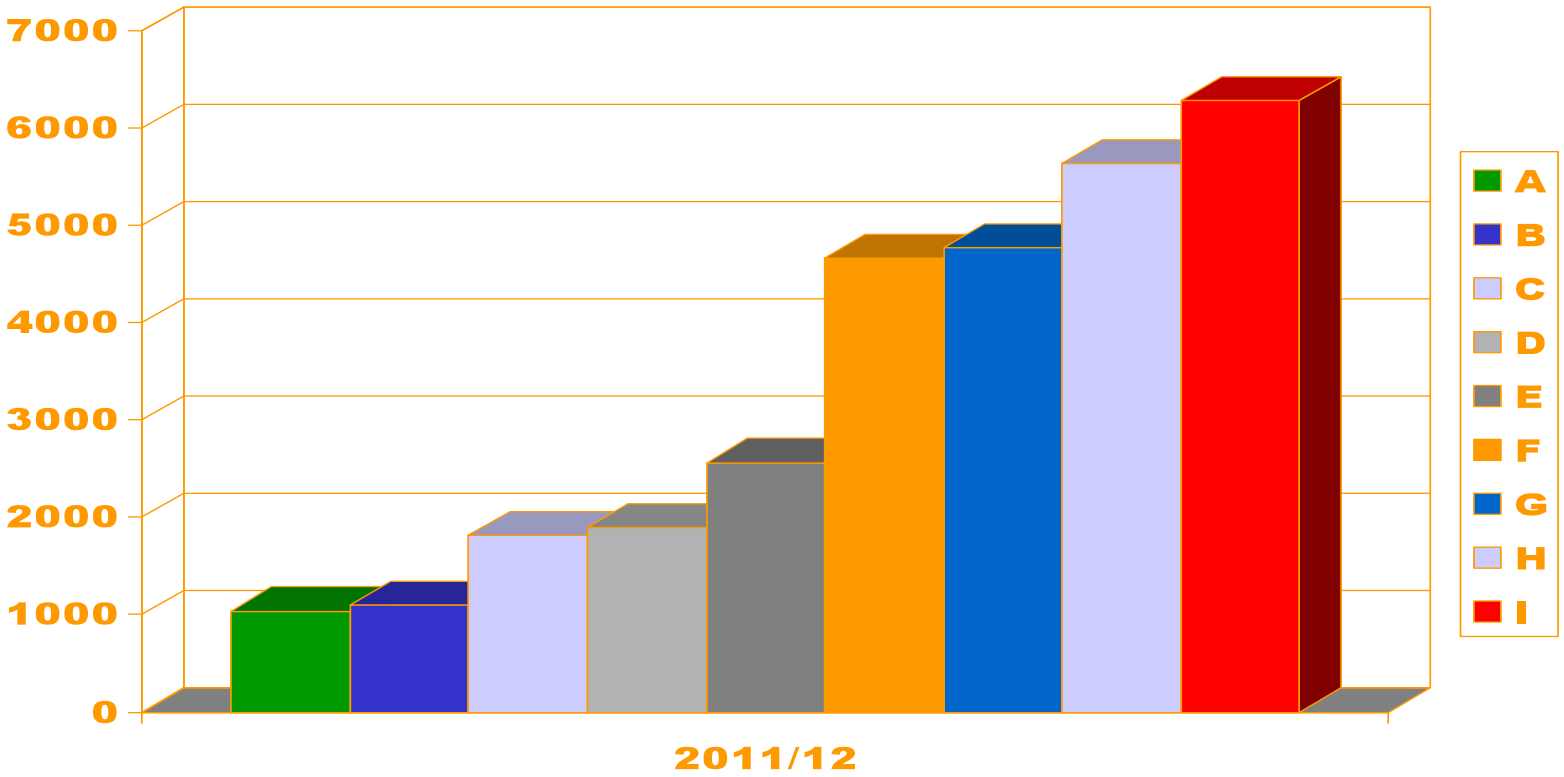
Remand bednights

comparing 9/10 with 11/12-yjb data

63% yots recorded a reduction



Variation in a Y.J.B. family bednights



Devolution of remand & custody budgets

- Give one hand take away with the other
- Devolution of full costs?
- How do we assess the risks
- How do we cope with peaks and troughs ?
- How do spread the risk ?
- How can we manage the demand via a system approach
- L. A. status - result in duplication or improved service delivery ?
- Robust alternatives to present to court
- Learn from areas doing well /reducing custody pathfinders

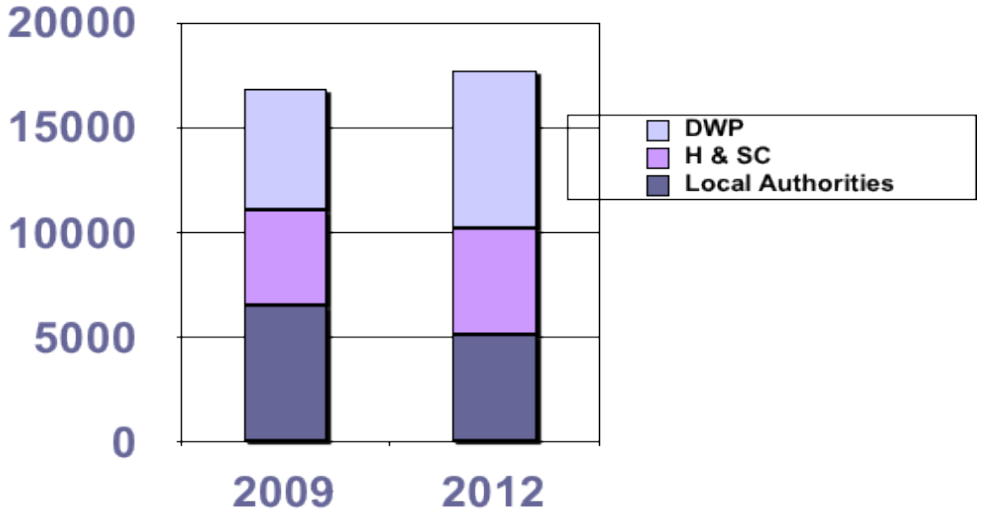
Devolution of remand & custody budgets

- Young people lives and protecting the public
- Projections of reductions due to new criteria ?
- But national direction of travel positive
- Need the whole budget to come to local authority
- We need to rise to challenge !

Transforming Youth Justice Investment Models - Payment by Results and/or community budgets.

27th November 2012

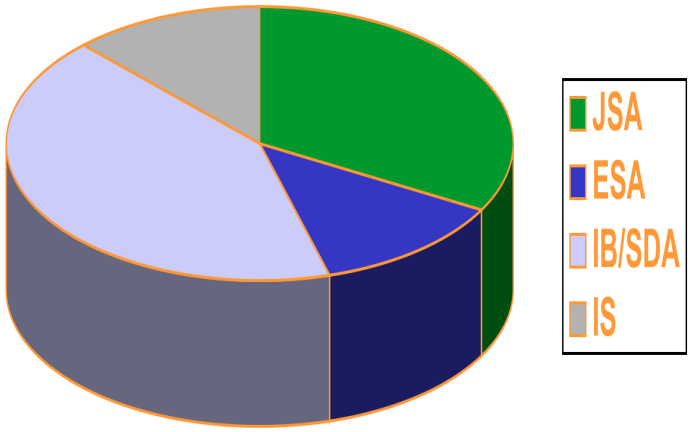
Scale of the challenge 1
Public Expenditure



- Overall public expenditure has remained static at around £20bn
- Decreases in Local Authority expenditure have been offset by increases in Health and Social care and DWP
- Failure demand has just moved around the system

Scale of challenge 2
Worklessness and Skills Context

- Low skills and worklessness are a massive drain on GM
- Across GM, approx 270,000 people are on out of work benefits.



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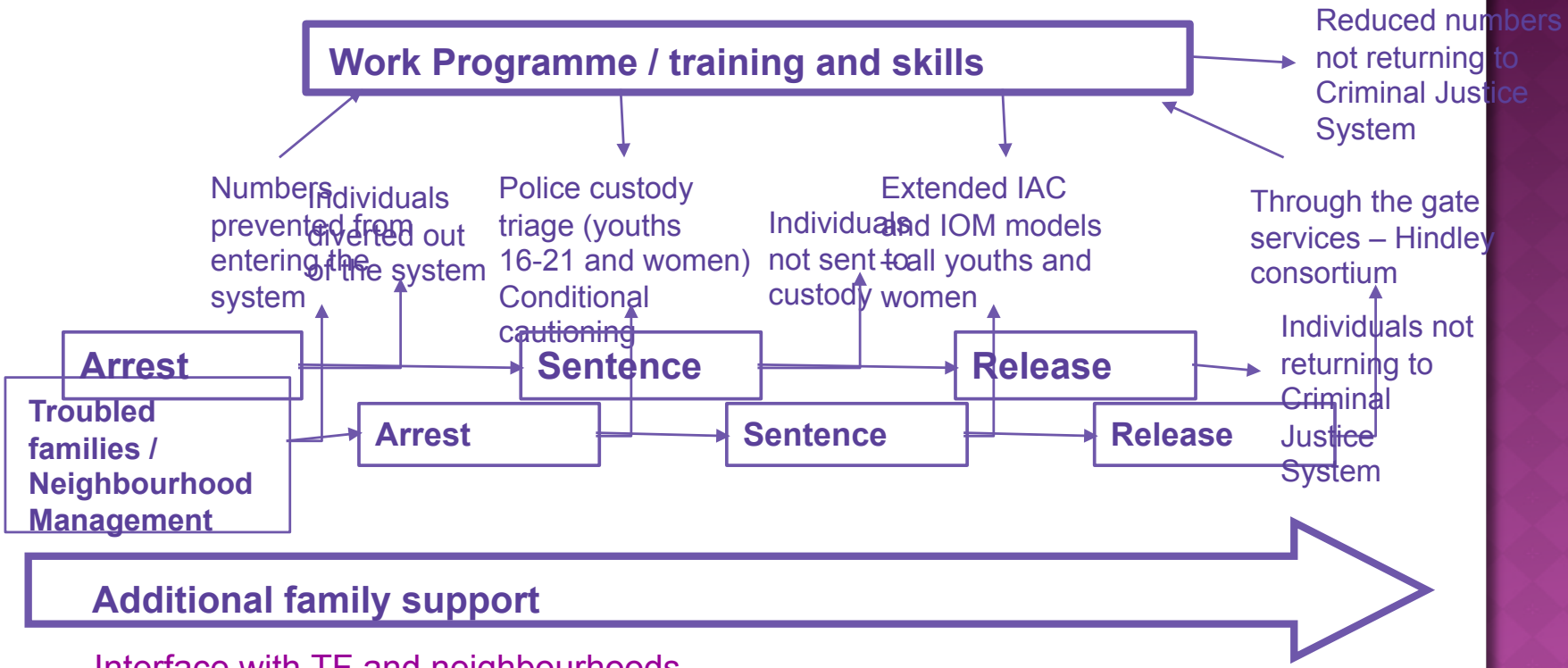
- 2.7 bn in benefits payments alone
- 5.6 jobs for every unemployed resident

Scale of challenge 3
Crime context

- **GM crime rates remain well above the national average** (82.5 vs 73.4 per 1000 population) despite positive reductions in the last decade
- Criminal Justice System direct spend equates to **£1.1bn in GM** (over 5% of GM spending), plus all the **indirect costs** of crime and justice on people and places
  - 26% of people on **out of work benefits** are offenders
  - 46% of **homeless people** have been in custody
  - 25% of young men in custody are **fathers**
  - over 50% of offenders have **mental health and/or drug and alcohol problems**
  - **women offenders** tend to be convicted for less serious offences but periods in custody have much broader social costs, particularly on families

Problem solving justice



Interface with TF and neighbourhoods

- Justice as part of a whole system with end to end process (more than **problem solving courts**)
- Reduce entrance – Neighbourhood Resolution, RJ, Family Group conferencing, **Triage for Young people and Women offenders**
- Proportionate and effective sentencing –**IAC**, Problem solving courts, new sentencing options.
- Resettlement on release – GM resettlement Strategy – HMP YOIs **Hindley**/Lancaster Farms/HMP Styal

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How do we pay for it?
Public Service Reform - risk removed from the tax payer.

- Cut and more collaborative use of core funding
- PBR - Blackbox or outcome based commissioning
- Community budget/Place-based demand reduction and reinvestment
- Social Impact Bond/Private investment

Managing the risk

- Big enough to carry the risk or reduce the risk by:
- Risk aversion
- Premium rates
- Attachment fees
- 'progression' points
- Diversity of supply - alliances
- Collaborative investment agreements

new delivery model - Intensive Community Order

AS IS

•ICO pilots in Manchester and Salford for young adults aged 18-25 since 2009
•**Punishment and containment** (curfew and compliance) alongside **support into employment** and **access to care pathways** (health and housing)
•Around 150-170 individuals have received ICO per year as an alternative to short custody
•**Success factors** = IOM framework, co-location; prioritised and sequenced services around the individual's needs

TO BE

•**Expanded cohort** – from 160 to 650 young adults aged 18-25 per annum. Across GM
•Improved access to other care pathways (health / housing) – commissioning priorities for health
•Operational local model to be determined by GMPT, based on what works in the pilot

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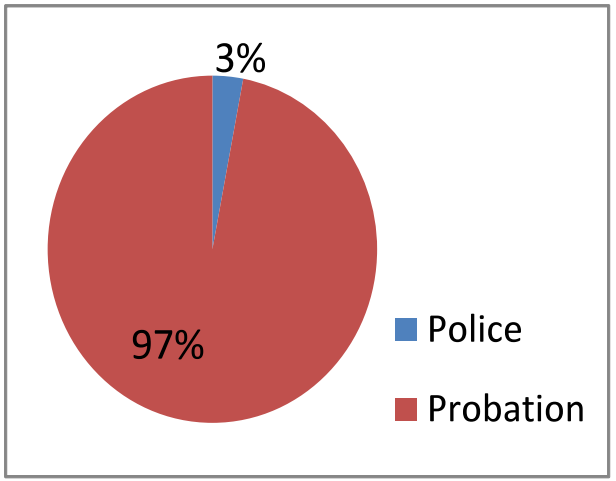
Intensive Community Order Cost Benefit Analysis

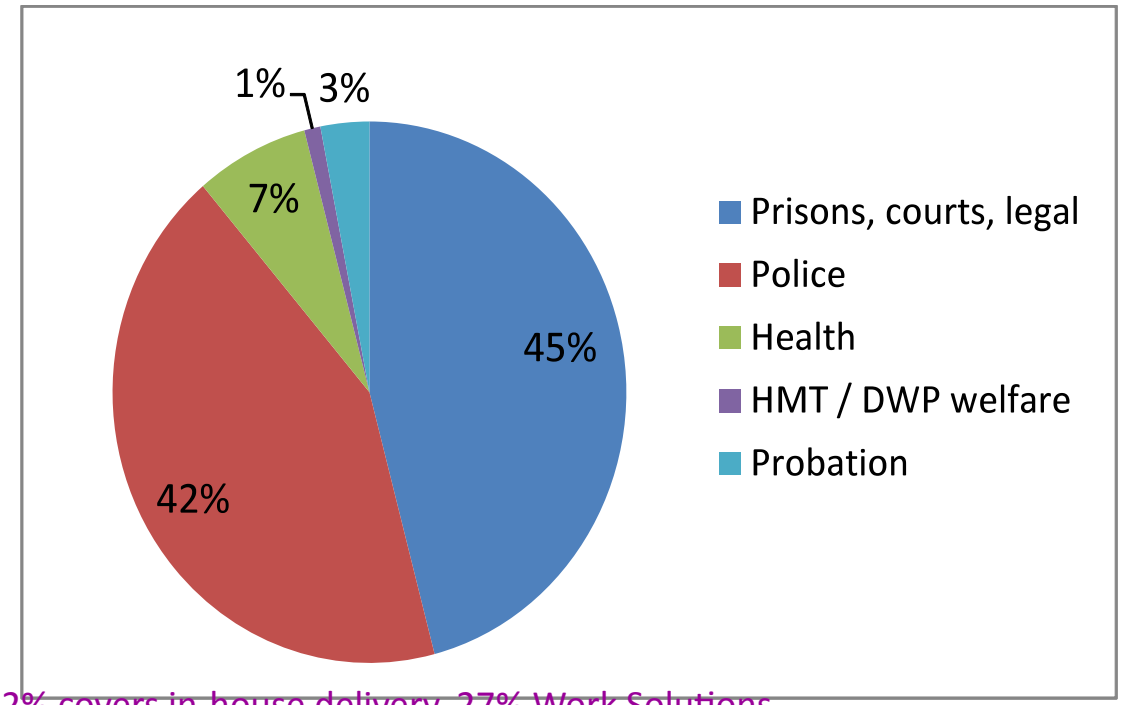
Investment and Savings for Partners

The following charts illustrate the assumed distribution of costs and benefits of the new delivery model. Note this is subject to change, subsequent to investment agreement negotiations.

Total costs £13.5m



Total benefits £183m



Of the 97% of the costs from Probation, 52% covers in-house delivery, 27% Work Solutions, 15% G4S and 3% Partners of Prisoners (POPS).

Conclusion

- No new money and a huge public service challenge
- Evidence based practice that delivers and reduces demand
- Investment model - possible tension between localist and collaborative and national and Blackbox
- Shared outcomes framework - who carries the risk?
- Cost Benefit Analysis - identify the returns on investment and the beneficiaries.
- Service alignment at scale and culture shift - prime providers, mixed economy or cross sector integration.