

# Youth Justice Planning Tool 2008/09 - England

## Staffordshire YOT

**Date Completed**

**4/08/08**

## SECTION A – THE NATIONAL AND LOCAL CONTEXT OF YOUTH JUSTICE

### A1 What are the strategic aims and priorities of the youth justice system in England and Wales?

#### The 2008-11 strategic aims are to:

- prevent offending
- reduce re-offending
- ensure the safe and effective use of custody
- increase victim and public confidence.

### A2 What are the strategic aims and priorities of the local youth justice system (the story of place)?

The primary purpose of Staffordshire Youth Offending Service (SYOS) is to prevent youth crime (NI 111) and the Service is fully aligned to the broader YJB strategic aims outlined above. In doing so we receive the full support of the Chief Officers Management Board, comprising of the most senior members of partner organisations. The Service recognises and contributes to a broader social policy arena as evidenced by Every Child Matters and Youth Matters, as well as the Safer and Stronger Communities agenda, recognising that in so doing this supports our primary aim. We welcome the publication of the Youth Crime Action Plan, and are cognizant of the need to respond to its three key themes of enforcement and punishment, prevention and support.

We recognise that in order to achieve our aim the Service must work in partnership with local agencies, parents/carers, young people and their communities and address the critical issues in the lives of children and young people with whom we work. Using evidence drawn directly from our work with young people we have chosen to focus our attention upon the following priority issues in the next year:

- To improve young offenders engagement in suitable education, employment and training (NI 45)
- To enable young offenders access to suitable (and supported) accommodation (NI 46)
- To give young offenders a 'voice' in the planning and delivery of services to tackle their behaviour and meet their needs
- To tackle issues of overrepresentation with partner agencies both in relation to the criminal justice system (NI 44)
- To work more closely with partners to jointly plan interventions and exit strategies, including work with families
- To broaden our understanding and focus our resources upon 'what works' within our intervention programmes (NI 19)
- To provide a range of community options as robust alternatives to a custodial sentence (NI 43)
- To review our Management of Risk Policy and commission further training in assessment and case management
- To prepare for the introduction of the Youth Rehabilitation Order and the Scaled Approach

In moving forward it is important to note that Staffordshire is a large two-tier authority which is made up of the County Council and 8 District and Borough Councils, with a thriving third sector and wide range of public sector organisations. The Service recognises the importance of effective working relationships in order to achieve these objectives and priorities and is well connected across the public and voluntary sector network through its membership of a range of multi-agency groups and bodies, statutory and voluntary, including :

- Staffordshire Local Safeguarding Children's Board
- MAPPA Strategic Management Board
- CAMHS Strategic Board
- DAAT Board
- Staffordshire Children's Trust Executive
- Local Area Agreement Safer and Stronger Communities Board
- Sport Across Staffordshire and Stoke on Trent Board
- 14-19 Strategic Partnership
- Integrated Youth Support Service Board
- Staffordshire Youth Crime and Anti-Social Behaviour Steering Group

The above partnerships have made and will continue to make a significant contribution to life outcomes for the children and young people with whom we work. The Staffordshire LAA Executive has chosen NI 45 and NI 111 as two of its 35 priorities as part of its Local Area Agreement 2008/11 and this has helped to reinforce the strong sense of partnership surrounding the achievements of these outcomes. In addition, it has selected a further 3 PSA 14 targets which are relevant to this Service, including NI 110 young people's participation in positive activities. The Service is working closely with the Sport Across Staffordshire and Stoke Board and has recently appointed a Sports Development Officer in order to improve young offenders' access to leisure and recreational facilities. The Service has made a full contribution to the production of the Annual Performance Assessment for Staffordshire.

The Service is the first YOT in the country to have signed up to the Hear by Right participation framework and is working closely with the National Youth Agency to roll out its implementation across the Service. The framework will give a voice to young offenders and will provide a more effective means of receiving feedback from them on the quality of the interventions that they receive. In addition, it will enable the views of young people to positively influence the design and delivery of services for them, which in turn should increase their effectiveness.

The Service is developing a strong working relationship with the third sector and is named within the LAA delivery plan for NI 7, in relation to engagement with the voluntary sector, as a key partner agency. In addition, the Children's Lead for the Staffordshire Consortium of Infrastructure Organisations is a member of our Chief Officers Management Board. The Service is in dialogue with the voluntary sector regarding the provision of the Appropriate Adult and monitoring services.

With the support of the Safer and Stronger Communities Board and the Youth Crime and Anti-Social Behaviour Steering group, the Service has been able to align Children's Fund and Safer and Stronger Grant streams in order to commission an Intensive Family Support Project, in partnership with the third sector and district and borough councils, to work with high risk family groups in order to break the cycle of anti-social and criminal behaviour within certain communities.

The issue of disproportionality (NI 44) is currently being examined via the SYOS Diversity Steering Group, which is currently undertaking an Equality Impact Assessment for the Service in order to identify whether issues in relation to race, disability, age, gender, religion and sexual orientation are identified and plans put in place to address these. We have been working to reduce Black and Black British young people who offend as this ethnic group have been identified as being most over represented. A minor reduction has been achieved of 0.1%, from the baseline in 2005/06 of 1% to 0.9% in 2007/08. During 2007/08, young males were 3 times more likely to offend than females, whilst the most likely age for offending was 17 years. Both gender and age specific prevention interventions are being developed to ensure that any disproportionality is addressed and that interventions are

appropriate to needs. The Service is being supported with this work by Staffordshire Police Equalities Unit.

At a local level the Service plays a part in the 8 Crime and Disorder Reduction Partnerships and Children's Trusts within each of the districts, as well as having membership of other thematic groups such as the LCJB Performance and Persistent Young Offenders meetings in the North and South of the county. The Service is also fully engaged with the roll out of Integrated Youth Support Services and our Prevention Manager is the lead on one of the two local TYS pilots in Staffordshire and a significant partner in the second. SYOS has an established a robust data sharing protocol with its partner agencies. Specifically there is a strong relationships with Staffordshire Police and each of the eight district Crime and Disorder Reduction Partnerships (CDRPs) which facilitates the exchange of data both at a county and district level around levels of crime and anti-social behaviour. This exchange of data leads to the targetting of resources and informs strategic planning within the 8 CDRPs and representatives of the Prevention Team attend the district Joint Operations Groups, where local crime and anti social behaviour issues are discussed and actions agreed.



## SECTION B - USE OF RESOURCES AND VALUE FOR MONEY

### B1 Assess the extent to which the YOT's financial, staff, programme and ICT resources have been used to deliver quality youth justice services.

#### Financial Resources

As planned, a three year financial strategy has been established for the Service which takes it to 2011. Whilst this gives an element of security, there are significant cost pressures facing the Service during this year, following on from last year's reduction to the Intensive Supervision and Surveillance Programme grant, the impact of the Single Status Agreement in Staffordshire and the cessation of the LPSA 2 grant stream. In addition, along with its partner agencies Staffordshire Youth Offending Service has to work to achieve efficiency savings. This has required the Service to undertake a review of its structures and distribution of resources in order to ensure that it can demonstrate value for money and focus upon the delivery of front line services. As a consequence we have deleted a number of junior management roles, as well as the post of Operations Manager/Deputy Head of Service.

The Service has drawn down monies from its Appropriation Reserve in the current financial year in order to maintain a number of support roles within the Prevention Team pending the outcome of decisions in relation to the structure of Integrated Youth Support Services within Staffordshire and in particular Targeted Youth Support.

On a positive note, the continuation of the Prevention Grant for a further 3 years and the likelihood that LPSA reward grant monies will be received, due to our achievement against recidivism and prevention targets, provides some security and stability for important areas of work. The very recent announcement, as part of the Youth Crime Action Plan, that the Intensive Fostering Programme will continue to be funded until March 2011 enables the Service to develop longer term plans for this vital area of work.

The Service has made best use of the resources available to it to date and, in line with the advent of the Youth Rehabilitation Order and the Scaled Approach, is again reviewing its current structures and use of resources, with support from its YJB Senior Performance Adviser to ensure it is in the best shape to manage this transition.

The Service is in dialogue with the DAAT Secretariat and Local Criminal Justice Board about the future use of its HQ premises, which makes both strategic and financial sense and the County Safer and Stronger Communities Team are already located within the building.

Section B4 outlines the Service budget for 2008/09.

#### Staff Resources

The Service has 176 employees and the Service is made up of 18 managers, 98 practitioners, 27 support staff, 16 sessionals and 17 volunteers. The Service has an ethnic minority workforce of 2.3% and whilst the number is relatively small, this is in line with the Staffordshire population (as outlined within the 2001 census data at 2.4%). The Service is currently carrying a small amount of vacancies, which are at present being recruited to, and is about to appoint to two new posts of Accommodation Officer and Intensive Fostering Programme Manager. In addition, the Service has recently undertaken a highly successful recruitment drive to attract Community Panel Members from local communities, in order to better reflect the population of Staffordshire

and the communities which we serve.

SYOS has recently produced its Staff Development Plan 2008-09 which emphasises the importance of recruitment and retention of a high calibre group of staff, managers, volunteers and sessionals in order to deliver high quality services to young people, their carers and the wider community. Staff development is a continuous process which encompasses training, learning and development opportunities. The Plan recognises the YJB Workforce Development Strategy, and that of Staffordshire County Council, along with relevant training plans of partner agencies including the Children and Lifelong Learning Directorate and the Local Safeguarding Children's Board.

During the last year the Service has rolled out a new Supervision Policy and Procedure and all staff and managers have taken part in training on the new Staffordshire County Council Personal Performance Review (PPR). Each individual's PPR will inform their Personal Development Plan which is based on the skills and knowledge the individual needs to perform more effectively in their role. The annual Staff Development Plan is therefore the mechanism through which the Service will identify its training and development priorities for the coming year. As part of this the Service is working with the YJB Regional Office in order to fully align its plans to the YJB's strategy, including access to Open University learning and development opportunities around assessment skills, and planned training for the Youth Rehabilitation Order and the Scaled Approach.

We are working to ensure that the Key Elements of Effective Practice are embedded within practice, and have recently chosen to rationalise the number of KEEP groups running across the Service in order to link more closely to the YJB's strategic priorities and the new performance management framework for the Service. We are also in dialogue with the YJB and others in relation to the development of opportunities to obtain NVQ qualifications in youth justice and social care, as it is recognised that the traditional academic routes to professional qualifications are not suitable or available to all staff who may wish to progress in their careers.

All staff and managers received Diversity Training in the last year and all volunteers and sessionals are to be trained during this year. This training will enable the entire workforce to share an understanding of what is meant by diversity and discrimination, and its impact upon service users, colleagues and members of the public. This will enable the Service to move forward to address the issue of disproportionality within the youth justice system.

The current Staff Development Plan recognises the need to provide good quality induction and training to new members of staff and to reinforce the knowledge and confidence of current staff. Over the next year the induction process for the Service will be reviewed and updated and brought in line with the Staff Development Plan and YJB Workforce Development Strategy.

The Service is committed to equipping staff to be effective when compiling assessments and delivering interventions to realise the aim of the YJB and reduce re-offending within Staffordshire. Therefore, assessment, risk management and the delivery of programmes underpinned by cognitive behavioural approaches will be central to the delivery of training within the next 12 months. This will be reinforced by good quality, regular supervision of staff by line managers and PPR and the Management of Risk Forum process.

## **Programme Resources**

The Service is currently undertaking a review of its existing offending behaviour programmes, and has commissioned an independent researcher to evaluate these, both from a qualitative and quantitative point of view. The final report, which will contain a review of the 'what works' literature, will inform the development of programmes within the Service and the Staff Development Plan. The views of children and young people themselves will play a

crucial role in the review, as are those of practitioners who use the programmes, as well as an evaluation of impacts upon recidivism.

The Service works closely with partner agencies to deliver programmes which meet the needs of children and young people, both in terms of those at risk of involvement in anti-social and criminal behaviour, and those who enter the youth justice system. We have very strong links with the Fire and Rescue Service and we are in the process of seconding a member of staff to work with them on their Nightrider and Xtinguish Projects, which dealing with driving and arson offences, and have begun to work closely with the Fire Service, through the Youth Crime Prevention Steering Group, on the contribution of their preventative programmes.

The Service has four bespoke substance misuse programmes that are delivered across Staffordshire. These programmes have received local PRIDE (People Reducing the Influence of Drugs by Education) accreditation, a quality assurance mechanism for drug and alcohol education awarded by Staffordshire DAAT. In addition, the Substance Misuse Co-ordinator for the Service has developed 'Driving the Buzz to Death' pack which educates young people on the dangers of drink-driving. This has been done in partnership with the School Improvement Division and Staffordshire Road Safety Unit. It has been nominated for the Criminal Justice Awards 2008.

The Prevention Team have recently been trained in restorative justice approaches using the Jigsaw Cognitive Behavioural Programme and this is now being used with children and young people who are referred to them. This has been supplemented by the production of a number of workbooks with a restorative justice theme.

The Service is a partner in the NSPCC Sexually Harmful Behaviour Project, along with the Children and Lifelong Learning Directorate. This Project takes referrals from the Service on children and young people who have come to the attention of the authorities due to their behaviours or have entered the youth justice system due to sexual offences. A number of staff from within the Service have also been trained on the AIM model used by the NSPCC.

We are also a partner in the Engage Project, a mental health service set up to specifically meet the needs of our service users. The Project is funded through Local Authority CAMHS Grant with the aim of facilitating quick and easy access to mental health assessments and therapy. The Project also provides a weekly surgery at YOT offices and provides professional support to staff dealing with cases where mental health issues are apparent. The Service is represented on the project's steering group.

SYOS has recently completed an EPQA review of its Mental Health and Remand Management services, showing an improvement in both areas. The YJB has validated the review and given positive verbal feedback mostly confirming our findings, with minor exceptions.

### **ICT (inc. Wiring Up Youth Justice)**

The Service continues to invest in computer technology and training to ensure that staff are equipped with the appropriate tools for supporting service delivery. The Service has a Service Level Agreement with the County Council who provide ongoing technical support and advice for new developments and further progress to meet the Service's needs has continued throughout the year.

The Service uses a Citrix Metaframe technology, a thin client-based system that moves work from desktop PCs to powerful dedicated servers which extends the lifespan of equipment as well as making network links run faster. All senior managers have now been issued with Blackberries so they are able to access Outlook to assist with emails, diaries and internet access when they are away from their desktop PC. Secure email and team group boxes



have been reviewed this year to enable more efficient communication between criminal justice organisations within a secure system. The website has been relocated as part of the wider Staffordshire County Council website and is updated on a regular basis, including a bi-monthly news letter detailing new initiatives, staffing updates and positive news stories.

The Service uses YOIS *Plus+* as their main database for all case management including recording of assessments and interventions, monitoring and reviewing, and reporting for young offenders. It collates performance management information for key performance indicators and National Standards' quarterly returns. The Service has also implemented the UMIS database for recording prevention work. Both systems are regularly interrogated to provide information for the Local Authority Agreement (LAA), management reports and evaluation and research purposes. The Service provides numerous standardised information reports to partnership organisations, including Crime and Disorder Reduction Partnerships (CDRPs), Connexions, DAAT and Staffordshire County Council's Vulnerable Children's department, to enable good performance management supporting change and improvement for young people. Staff training for both YOIS and UMIS is provided regularly to ensure that new staff are inducted appropriately and other staff are kept up-to-date with changes and new requirements. The Service attended and welcomed the National YOIS User Forum, which it hopes will help support a more joined up approach between YOTs, the YJB and Social Software.

The Service is working to incorporate all strands of the Wiring Up Youth Justice agenda. Electronic Yellow Envelope (EYE) has been implemented, with all relevant documentation, where possible, being sent to the YJB Placement team 24 hours before court hearing. Documentation being returned for any reason is being monitored and action is taken to rectify errors. As part of this initiative a Quality Improvement Plan for Asset is being implemented across the Service to improve the quality of assessments, this includes training for all practitioners and operational managers. The Service has successfully installed and tested the Connectivity crypto, which will be ready to use for transferring data securely to the secure estate (and eventually other criminal justice agencies), once YOIS has been upgraded. SYOS have been part of a YJB pilot using remote laptops, GPRS technology and security tokens to enable staff to access the YOIS database whilst out of the office. Following on from a successful pilot, due to technical updating issues on the Citrix Metaframe, this ICT solution has yet to be implemented, but it is anticipated that this will soon be achieved and the Service intends to continue to invest in technology to facilitate remote working.

**B2 Identify risks to future use of resources and value for money and plans to overcome the risks**

**Identify plans to overcome the risks to future use of resources and value for money**

Risk	Action	Success Criteria	Owner	Deadline
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<p>County Council ICT Dept not delivering timely support to Wiring Up Youth Justice agenda including remote working initiatives.</p>	<p>Quarterly meeting with ICT to ensure progress</p>	<p>Full implementation of Wiring Up Youth Justice agenda</p>	<p>Research &amp; Performance Manager</p>	<p>March 2009</p>
<p>Introduction of Scaled Approach may increase contact levels as indicated by pilot areas</p>	<p>To ensure the appropriate structure and distribution of resources is in place  To undertake joint training with criminal justice agencies, judiciary and magistracy</p>	<p>Service is able to appropriately utilise resources in order to deliver on a risk led approach.</p>	<p>Assistant Director YOS</p>	<p>March 2009</p>
<p><b>B3 YJB risk to future delivery assessment comments</b></p>				

<b>B4 Youth offending team budget sources for the financial year 2008/09</b>				
Agency	Staffing Costs	Payments in Kind	Other Delegated Funds	Total
Police	285,380		(21,200)	264,180
Probation	125,810		99,330	225,140
Health	148,860		(13,310)	135,550
Local Authority	1,675,219	204,611		1,879,830
YJB	1,743,153	414,987		2,158,140
Other	213,728	532,302		746,030
<b>Total</b>	<b>4,192,150</b>	<b>1,151,900</b>	<b>64,820</b>	<b>5,408,870</b>

<b>B5 Services planned for the financial year 2008/09</b>		
Core Activity	Total Budget (£)	Any Comments
Preventive services	780,500	
PACE	36,780	
Pre-Court	346,808	
Remand	263,408	
Court	309,928	
Community	3,021,935	
Custody	527,364	
Miscellaneous	11,358	
Other	110,789	

<b>B6 Probation Contributions</b>					
<b>Cash Contribution</b>	<b>Payments in kind 1 excluding staff</b>		<b>Payments in kind 2 staffing</b>		<b>TOTAL (£)</b>
	<b>Item</b>	<b>Cash Value (£)</b>	<b>Grade and Number</b>	<b>Cash Value (£) including on costs</b>	
99,330			3	125,810	225,140

<b>B7 Staff in the youth offending team (by headcount)</b>												
	Strategic Manager		Operations Manager		Practitioner		Administration		Sessional	Student	Volunteer	Total
	PT	FT	PT	FT	PT	FT	PT	FT				
<b>Permanent</b>	0	6	0	11	9	57	15	10	0	0	17	125
<b>Fixed Term</b>	0	0	0	0	1	3	0	0	0	0	0	4
Outsourced	0	0	0	0	0	0	0	0	0	0	0	0
Temporary	0	0	0	0	0	1	0	0	15	1	0	17
Vacant	0	0	0	1	0	2	1	1	0	0	0	5
Children	0	0	0	0	0	0	0	0	0	0	0	0
Police	0	0	0	0	0	6	0	0	0	0	0	6
Health	0	0	0	0	0	3	0	0	0	0	0	3
Education	0	0	0	0	0	3	0	0	0	0	0	3
Connexions	0	0	0	0	0	2	0	0	0	0	0	2
Other	0	0	0	0	0	11	0	0	0	0	0	11
<b>TOTAL</b>	0	6	0	12	10	88	16	11	15	1	17	176

<b>B8 Staff in the youth offending team by gender and ethnicity based on census 2001 categories</b>																
	<b>Strategic Manager</b>		<b>Operations Manager</b>		<b>Practitioner</b>		<b>Administration</b>		<b>Sessional</b>		<b>Student</b>		<b>Volunteer</b>		<b>Total</b>	
	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>
<b>White British</b>	1	5	5	6	42	53	2	25	8	7	0	1	0	0	58	97
<b>White Irish</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Other white</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>White and Black Caribbean</b>	0	0	0	0	1	2	0	0	0	0	0	0	0	0	1	2
<b>White and Black African</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>White and Asian</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Other Mixed</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Indian</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Pakistani</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Bangladeshi</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Other Asian</b>	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
<b>Caribbean</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>African</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Other Black</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Chinese</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Other ethnic group</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Not given</b>	0	0	0	0	0	0	0	0	0	0	0	0	8	9	8	9
<b>Total</b>	1	5	5	7	43	55	2	25	8	7	0	1	8	9	67	109
<b>Welsh Speakers</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

## SECTION C1 – FIRST-TIME ENTRANTS

### C1.1 Assess the extent to which the YOT partnership has contributed to reducing first-time entrants into the youth justice system and reducing *any* disproportionality including children and young people from Black Minority Ethnic (BME) backgrounds

Staffordshire Youth Offending Service is working very closely with partner agencies in order to reduce youth crime within Staffordshire and tackle disproportionality. Within Staffordshire it is accepted by partner agencies that the achievement of this outcome is a shared objective and traditionally conflicting targets, for example between Offences Brought to Justice and First Time Entrants have been set aside.

The Service has a dedicated Prevention Team which provides assessment and direct interventions to children and young people between the ages of 8-17 who have been identified as at risk of criminality or anti-social behaviour by a range of agencies both statutory and voluntary, and families themselves. Staff from the team are co-located across Staffordshire in a variety of settings. SYOS has a partnership with Children and Lifelong Learning Directorate to specifically improve the outcomes for looked after children, in line with PAF 18 through a dedicated role within the Team. The Team has a new Prevention Manager who has overseen the implementation of the recommendations from the YJB Prevention Quality Audit conducted during 2007, including its management information systems.

Staffordshire has a Youth Crime and Anti-Social Behaviour Prevention Strategy 2006-09 and a multi-agency steering group, which includes the Police, district and borough councils, third sector, Connexions and Youth Service representatives, which oversees the delivery of services in relation to NI 111 activities. The group is chaired by the Assistant Director YOS and its adherence to a multiagency approach has led to a more co-ordinated and strategic approach. The attendance of statutory and voluntary agencies at the Youth Crime and Anti Social Behaviour Steering group allows effective communication regarding existing and potential barriers to young people accessing these services to be overcome. SYOS is currently reviewing the Youth Crime Prevention Panel arrangements (formerly known as the YISP) and considering aligning it to other existing forums which focus on identifying and engaging similar groups of vulnerable young people. This is in line with discussions that are currently ongoing within Staffordshire in relation to the development of Targeted Youth Support (of which the Assistant Director YOS is workstream lead) and Integrated Youth Support Services more generally. In light of the recent publication of the Youth Crime Action Plan work will shortly commence on a review of the strategy to ensure it is in line with the Plan.

As noted above, Staffordshire Local Area Agreement has selected NI 111 as a priority for Staffordshire and a delivery plan has been drawn up, using 2007/08 statistics from YOIS, aiming for a 5% reduction over a 3 year period. SYOS have provided each District with a baseline and proportionally disaggregated targets as part of the actions in the LAA delivery plan. A quarterly performance report monitors ethnicity for FTEs, as well as gender, age and types of crime committed to ensure that appropriate prevention programmes are developed for young people.

Overall, the trajectory of performance for NI111 is in the right direction with recent performance against LPSA and YJB targets indicating a reduction of first time entrants into the youth justice system by 6% (from 1310 in 2004/05 to 1232 in 2007/08) and 2.4% (from 1262 in 2005/06 to 1232 in 2007/08). Any issues in relation to performance are dealt with at both the Anti-Social Behaviour and Crime Prevention Steering Group and the LAA Stronger and Safer Communities Performance Board, as well as reported to the Chief Officers Management Board.

Finally, SYOS has implemented the Community Resolution Programme with Staffordshire Police to target young people who are arrested for the first time. The scheme provides opportunities for earlier intervention in the lives of children and young people who require ongoing support and guidance. A robust monitoring process is being developed and early indications suggest the Programme will have a significant impact upon NI 111 and recidivism rates, and improve victim satisfaction. Staffordshire Police are in the process of seconding a Police Officer to the Prevention Team to assist with the roll out of Community Resolution and a launch event is planned for the early Autumn.

<b>C1.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks</b>				
<b>Risk</b>	<b>Action</b>	<b>Success Criteria</b>	<b>Owner</b>	<b>Deadline</b>
Community Resolution is a new initiative within Staffordshire and so impact largely unknown.	Robust performance management, monitoring by YOS and Staffordshire Police on a quarterly basis. To work closely with Stoke YOS and Police Division to learn from pilot.	Reduction in FTEs, improved victim satisfaction, reduction in recidivism of target group, increase public confidence in youth justice system.	YOS Prevention Manager/Staffs Police ACC	April 2009
Lack of integration/alignment of Youth Crime Prevention Panel to other existing forums within districts and boroughs	Promotion of integration/alignment under TYS agenda. Monitoring to be undertaken by Youth Crime and Anti Social Behaviour Prevention Steering Group	Establishment of a single forum within each district / borough to monitor the TYS provision for vulnerable young people.	YOS Prevention Manager / Youth Crime and ASB steering group	December 2008
Maintaining public confidence in youth justice system whilst diverting higher numbers from the youth justice system	Public launch of scheme to ensure benefits to young people, victims and the wider community are known.	Level of public confidence in the youth justice system is not reduced as a result of the roll out.	Assistant Director SYOS	September 2008
<b>C1.3 Identify workforce development plans to overcome the risks to continuous improvement</b>				
<b>Skills to Develop</b>	<b>Target Group</b>	<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
Assessment skills	All staff	Develop and undertake assessment training specific to demands of Community Resolution process	Prevention Manager	December 2008-07-15
Restorative Justice skills	Prevention staff and identified police staff	Identify appropriate training on restorative justice processes that can be used within prevention arena	Prevention Manager	December 2008
<b>C1.4 YJB risk to future delivery assessment comments</b>				



## SECTION C2 – RE-OFFENDING

### **C2.1 Assess the extent to which the YOT partnership has contributed to reducing proven re-offending by children and young people and reducing *any* disproportionality including children and young people from Black Minority Ethnic (BME) backgrounds**

SYOS recognises the priority given to the achievement of this outcome by the YJB and is committed to working effectively with children and young people in order to reduce levels of re-offending and further victimisation. Whilst the Local Area Agreement has not selected NI 19 as a priority for Staffordshire it is widely accepted, by partner agencies and the Chief Officers Board, that the successful achievement of this outcome must be through a partnership approach with a range of other agencies whose services contribute to the young person's intervention plan.

The Service is taking forward approaches that are underpinned by a clear 'pathway' of intervention informed by good quality assessment, the recent Asset audit conducted by the YJB and the application of the Management of Risk Policy. This results in robust and meaningful intervention plans produced jointly with key partner agencies and the delivery of evidence based programmes of work to change the attitude and behaviours of young people who have engaged in anti social / offending behaviour. As noted at the beginning of this document an area for further attention is the production of exit plans for children and young people leaving the Service in order to ensure any ongoing support needs continue to be met. This strongly links to the development of Integrated Youth Support Services in Staffordshire.

As identified above, the issues of accommodation (NI 46) and education, training and employment (NI 45) are of particular importance to the reintegration of young people into their communities and the cessation of offending behaviour. The Service has undertaken work on the development of a Youth Homelessness Strategy for Staffordshire and this work is now being taken forward by the Deputy Corporate Director, Vulnerable Children's Division within Staffordshire County Council. SYOS is in the process of appointing its own Accommodation Officer in order to provide direct support to its client group who are either homeless or at risk of becoming so, due to family breakdown or leaving custody and part of their role will be to develop protocols with housing providers. The importance of a safe and supportive home to a young person who is attempting to break away from criminal activity cannot be underestimated.

NI 45 has been chosen by Staffordshire as an LAA priority, with baselines, targets and delivery plans drafted to ensure that young people are in suitable education, training and employment (ETE). Currently performance data shows that SYOS performance is improving against this outcome and that 79.3% of young people are in suitable ETE (84% school age, 73% above school age). The Service has obtained additional funding via the Learning and Skills Council for an OLASS initiative which helps support young people leaving custody into suitable ETE and currently statistics indicate that this is operating at a 94% success rate. A Project Team is currently being established to take forward the LAA Delivery Plan with membership from SYOS, Connexions, OLASS, LSC, Education Welfare and the 14-19 Strategic Partnership. Performance will be monitored also via the LAA Board and the Chief Officers Board and it is anticipated that this will result in improved access to ETE for young offenders. To assist, Connexions have made a commitment to second an APA to each of the 3 YOT teams.

The Service is taking part in the Home Office Juvenile Cohort Study which is examining recidivism rates amongst juveniles over a two year period. The findings of this research will inform the development of offending behaviour programmes and intervention plans in the longer term but in the

meantime the Service continues to review and evaluate effective programmes to reduce the risk of re-offending. The research will inform decisions about best practice, effective resources and future training requirements in order to promote positive change and reduce offending within Staffordshire.

Overall, SYOS has performed well against this indicator to date and has reduced re-offending by 6%, from 36.2% (2002 cohort tracked for 12 months) to 30.2% (2005 cohort tracked for 12 months). SYOS also tracked these cohorts for 24 months and achieved a 7% reduction in the re-offending rates, which meant that the Service met the LPSA stretched target for additional funding which will be spent on the development of new offending behaviour programmes and training in these. A new cohort for the January – March 2008 period will be tracked for 12 months on a quarterly basis, as well as a PPO cohort for the same period. The trajectory for re-offending is good based on current performance of reducing re-offending and quarterly reports to the YJB and Chief Officers Board will ensure this is regularly monitored.

### C2.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
<p>Need for speedy response to outcomes of research / quality programmes to inform focused work with young people</p> <p>Absence of mechanism to measure attitudinal change in young people</p> <p>Prevention Strategies will reduce numbers of First Time Entrants which will impact upon recidivism cohort measured.</p>	<p>Evaluation of the effectiveness of current offending behaviour programmes / research outlining 'what works'</p> <p>Adoption of evidence based intervention programmes across Service</p> <p>Production of young people's feedback forms to shape service delivery.</p> <p>Use of attitudinal surveys with young people to evaluate positive change</p> <p>Strategy to apply a consistent approach to devising exit strategies for young people</p> <p>Discussion with YJB Senior Performance Adviser</p>	<p>Effective use of targeted programmes of intervention with young people</p> <p>Evidence of positive attitudinal shift by young people e.g. improved victim empathy</p> <p>Reduction in re-offending against NI 19</p> <p>Service prepared for roll out of YRO</p>	<p>Research and Performance Manager and YOT Managers</p>	<p>September 2009</p> <p>December 2008</p> <p>Summer 2009</p>

**C2.3 Identify workforce development plans to overcome the risks to continuous improvement**

Skills to Develop	Target Group	Action	Owner	Deadline
Effective assessment of criminogenic need and design of appropriate intervention plans and exit strategies	All staff	Commission training to deliver appropriate training in identified areas	Senior Management Team	December 2008
Motivational techniques to promote engagement and encourage young people effect positive change	All practitioners	Measure impact of training (outcomes)	Senior Management Team	March 2009

**C2.4 YJB risk to future delivery assessment comments**


## SECTION C3 – CUSTODY

### **C3.1 Assess the extent to which the YOT partnership has contributed to reducing the use of youth custodial remands and sentences and reducing *any* disproportionality including children and young people from Black Minority Ethnic (BME) backgrounds**

In reviewing Staffordshire's performance in this area, it is important to take into account the national picture and the increased level of both remand and custodial sentences around the country. With this in mind, Staffordshire has seen a reduction in the use of custody both at the remand and sentence stage. In 06/07 Staffordshire failed to reach its YJB target of less than 30% of remand cases going to custody (36.1%), however during the past 12 months, of the 228 remand episodes only 26 have resulted in a remand to custody, a figure of 11.4%. (07/08 target – 9%). Similarly the use of custodial sentences has seen a reduction from 4.2% in the last reporting period to 3.8% in the current period (YJB 07/08 target – 5%).

The issue of accommodation for young people, particularly for sixteen and seventeen year olds, continues to be of concern to the service. The seemingly continued high percentage of young people in suitable accommodation 96.3% (06/07), 96.1% (07/08) is likely to mask the reality for many young people in Staffordshire who are often in temporary accommodation or living with friends. This area will be addressed through the forthcoming appointment of an Accommodation Officer for the Service.

The success of SYOS against this outcome reflects the confidence of the magistracy and judiciary in the ability of the Service to deliver effective programmes of intervention. The Service has worked with Staffordshire Probation Service and Stoke on Trent Youth Offending Service to create a consistent procedures for enforcement of court conditions which results in a speedy return to court for non-compliance. This process is now well established and is continually evaluated. This assists with the maintenance of the confidence of sentencers and the public in Youth justice system. The Service participates in a quarterly meeting with Youth Court Panel Chairs and their legal representatives, and regularly attends meetings with other court personnel in order to provide updates and receive reports.

The Service continues to attend all court hearings where a juvenile appears, including Saturday and Bank holidays, and all court reports are quality assured using a gate-keeping pro-forma which has recently been updated to bring it into line with recent policy and legislative developments in relation to risk and dangerousness. All Pre-Sentence Reports provide the courts with community options, in order to provide the courts with alternative disposals to a custodial sentence for young people. The Service actively promotes the use of bail support programmes where a remand to custody is likely.

The Service runs two highly effective schemes as alternatives to custody: the Intensive Supervision and Surveillance Scheme and Intensive Fostering Programmes. The ISSP has continued to perform well in the quality outcomes it provides for young people involved in the programme and 74% successfully completed, compared to 57.6 % for the national average, despite a budgetary reduction in 2008/09. The Intensive Fostering Programme operated in partnership with Children and Lifelong Learning continues to achieve promising results and is developing as a robust alternative to custody. Since its establishment in 2005, 16 young people have been placed on the scheme. Intensive Fostering is viewed positively both by the courts and the young people placed on the programme and recent visitors to the programme include the Minister for Children, Families and Young People and the Chair of the YJB both of whom were keen to learn more about its impact.

SYOS also participated in a West Midlands Regional quality assurance review of DTO Assets, which revealed some of poor quality and has resulted in a quality improvement plan being drawn up and implemented across all YOTs nationally. The Service is committed to improving Asset assessment and further training on assessment is planned along with staff ownership to ensure a significant improvement is made.

As noted above, the Service is reviewing its Offending Behaviour Programmes in order to ensure that re-offending rates for community sentences improve and in preparation for the Scaled Approach, however, the re-offending rates for young people leaving custody continue to exceed these and further work needs to be done with the juvenile estate upon the development of intervention plans for young people in custody, including plans for release. SYOS is working in partnership with Werrington YOI and has two staff seconded to the establishment and is in the process of developing a further partnership with Brinsford YOI. SYOS continues to ensure that all young people subject to custodial sentences are reviewed under the Management of Risk Forum (MORF) before leaving custody and the appropriate actions taken in order to protect the public and the young person in terms of their vulnerability.

### C3.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
The Scaled Approach may result in an increase in custodial sentences.	Communicate with sentencers on the ISSP and IFP schemes. Develop menu of provision in line with the Youth Rehabilitation Order	No sudden increase in custodial sentences  Menu of interventions available	Senior Management Team and IFP Manager  Accommodation Officer	March 2009
Lack of suitable emergency accommodation	Accommodation Officer to work with multi-agency group and build networks	Creation of housing strategy and protocols to support service users  No young person sentenced to custody due to lack of suitable accommodation		

### C3.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Knowledge of application of the Scaled Approach and YRO	All managers and practitioners	Training in the Scaled Approach and the YRO	Assistant Director YOS	March 2009
Quality of Asset completion requires attention	All practitioners and managers	Commission training in assessment skills	Assistant Director YOS	December 2008

**C3.4 YJB risk to future delivery assessment comments**

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## SECTION C4 - RISK OF SERIOUS HARM

### C4.1 Assess the extent to which the YOT partnership has contributed to addressing risk of serious harm to the public through local application of YJB risk of serious harm procedures

The Service has responded to the need to address the risk of harm to the public through the introduction of the YJB Management of Risk policy and procedure, on which all practitioners have been trained. SYOS has a robust system in place that incorporates procedures for assessing, managing and communicating risk issues both within the Service and to other agencies. This policy and procedure will shortly be reviewed to bring it into line with recent legislative and policy development in relation to the protection of the public, the Scaled Approach and the recently published Youth Crime Action Plan.

The profiling of a young person's harm related risk is principally informed by the use of ASSET. Mental health and substance misuse assessment contribute significantly to the risk assessment. Additionally, each YOT has specialist substance misuse and health staff seconded within it in order to address risk factors in relation to alcohol, drugs and mental well being, which contribute to offending behaviour.

Practitioners utilise the Risk of Serious Harm (RoSH) ASSET where serious harm risks are identified. Other important indicators include static factors such as offending history and patterns, care history and educational attainment. Dynamic factors such as thinking skills, motivation and levels of remorse are also understood as important indicators of future risk.

All Pre-sentence Reports (PSRs) are quality assured using a rigorous gate-keeping pro-forma that also applies to ASSET, Risk of Serious Harm and RMPs. The pro-forma is broken down into the relevant sections of the PSR with a separate section for dangerousness and a three part section for risk comprising a discreet section for serious harm. PSR authors pay particular attention to risk issues and categorise risk explicitly as low, medium, high or very high. Risk is also distinguished between re-offending, harm and vulnerability. The assessed level and type of risk goes on to inform the conclusion in terms of recommended sentence, and pays particular attention to how risk to the community can be reduced. High risk cases are brought to multi-agency Management of Risk Forums (MoRF) which result in multi-agency Risk Management Plans or Vulnerability Management Plans. YJB Serious Incident Reports are completed when they arise and are gate-kept by both YOT Managers and the Assistant Director YOS and a risk register and Serious Incident File is held at YOS HQ.

Case managers routinely record risk levels and apply the YOS Management of Risk policy to all cases irrespective of the level of intervention. Assessments of certain types of risk lead to referrals to specific programmes and services. Partnerships with specialist programmes such as Engage (mental health), NSPCC (sexually harmful behaviour) and the Fire and Rescue Service (arson reduction and driving programmes) assist in the delivery of appropriate interventions to reduce the risk posed by young people across all levels.

The assessment and management of risk are an integral aspect of induction and have been prioritised in this year's Staff Development Plan. ASSET and case management is routinely audited through individual supervision and the gate-keeping process for Pre Sentence Reports.

Staffordshire has a specialist Youth MAPPA that is shared with Stoke on Trent and cuts across the three Police divisions of the county. The rationale behind a Youth MAPPA is that a concentration on youth issues at a single point of contact will standardise practice across the county and bring together all the relevant expertise to one gathering. This has worked exceptionally well and SYOS has representation at all Youth MAPPA

panels and at level 3 panels where appropriate. MAPPA plans are distributed to a single point of contact in the Youth Offending Service and the information contained is disseminated as appropriate. Electronic records are updated reflecting the MAPPA status of any young person. All staff have received briefings on the MAPPA process from the chair of the MAPPA panels.

Finally, the Research and Performance Manager routinely provides local reports on all issues of risk management that are scrutinised both locally and regionally and workload distribution is monitored accordingly. This information will be used to inform the organisation of structures and resources in preparation for the challenges of the 'Scaled Approach' which is essentially a risk-led approach to case management.

#### **C4.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks**

<b>Risk</b>	<b>Action</b>	<b>Success Criteria</b>	<b>Owner</b>	<b>Deadline</b>
Management of Risk policy and procedures yet to be updated	Convert to a Public Protection Policy	New policy and procedure produced and implemented	Senior Management Team	January 2009
Current distribution of resources may not reflect the challenge of the Scaled Approach	Review of current Service structure and distribution of resources	Service prepared for roll out of the Scaled Approach	Assistant Director	March 2009

#### **C4.3 Identify workforce development plans to overcome the risks to continuous improvement**

<b>Skills to Develop</b>	<b>Target Group</b>	<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
Revisions to Public Protection Policy and Procedure understood and implemented	All staff	Commission training programme	Senior Management Team	March 2009

#### **C4.4 YJB risk to future delivery assessment comments**

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## SECTION C5 - SAFEGUARDING

### C5.1 Assess the extent to which the YOT partnership has contributed to keeping children and young people safe from harm

The Service is a member of Staffordshire's Local Safeguarding Board and the Assistant Director YOS is joint chair of its Communication Group. The Service plays an active part in the work of the Board and, linked to the YJB's Management of Risk Policy understands that the children and young people with whom the Service works are both at risk due to their vulnerability and pose a risk both to themselves and others by their behaviours. In appropriate cases child protection referrals are made to the Family Assessment and Support Service and they are invited to any Management of Risk Forums that are planned.

The Service has worked closely with the LSCB Manager to update its Child Protection Policy, and this was recently audited by the LSCB and found to be in order. All staff upon joining the Service are required to undertake Level 1 Child Protection Training which is now delivered by our own staff following the approval and training by the LSCB Manager.

A significant number of independent children's residential units are now established in Staffordshire, due in part to its largely rural landscape and the relatively low cost of housing, and as a consequence the Service is working with a significant number of children and young people who are some distance from their home authorities. This has an impact both upon our workload but also causes concern due to the suitability of the placement and the vulnerability of the child. These young people often have complex histories and quite often are already involved in the youth justice system upon their arrival in Staffordshire. On occasion it is the children's unit and not the home authority which notifies us of the child's placement in Staffordshire. A further concern is the failure by the local YOT to provide the necessary information to us to enable meaningful offending behaviour work to be undertaken with the child. The Service has met with local representatives of OfSTED and raised these concerns and a channel of communication has been established. We will continue to monitor the situation and remain in dialogue with members of the Local Safeguarding Children's Board, including the Police and Children's Commissioner for Staffordshire about this issue.

Recently, the LSCB has received a presentation on child trafficking, and the point was made that children are also trafficked within the UK, often within the same town or city for the purposes of abuse or exploitation. The Service will benefit from training which is being organised by the LSCB but in the meantime the need to be vigilant when dealing with children and young people, particularly those who are previously unknown to the Service and whom we meet for the first time at court or in the police station, has been communicated across the Service.

The Service is the nominated lead in relation to the PAF 18 indicator and the Prevention Team has established a specific project with the Vulnerable Children's Division in order to reduce the numbers of looked after children entering the youth justice system. This is achieved through a dedicated post which works with looked after young people who are identified as at risk of anti-social or criminal behaviour. It is hoped that this project will expand to begin work with independent children's units and explore the use of mediation within the units, in order to reduce the number of calls to the Police for behavioural issues that have escalated.

Linked to this the Service has supported the development of an operational protocol between the Police, Staffordshire County Council and the Crown Prosecution Service in order to reduce the numbers of looked after children in Staffordshire who are prosecuted, especially for matters that

if they had happened within a child's 'normal' home environment, would not have resulted in a call to the Police. The protocol, which reflects national guidance, has proved successful and recent returns show a downward trend in incidents.

**C5.3 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks**

Risk	Action	Success Criteria	Owner	Deadline
Children placed in independent units without prior notification	Raise with YJB Regional Manager	Prior notification received and handover planned in advance	Assistant Director YOS	September 2009

**C5.3 Identify workforce development plans to overcome the risks to continuous improvement**

Skills to Develop	Target Group	Action	Owner	Deadline
Awareness of Child Trafficking	All staff	Staff representatives to attend future LSCB training event and feedback to teams.	YOT Managers	September 2008
Participation in LSCB Serious Case Reviews	YOT Managers	Undertake LSCB Training		March 2009

**C5.4 YJB risk to future delivery assessment comments**

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## SECTION C6 – PUBLIC CONFIDENCE

### C6.1 Assess the extent to which the YOT partnership has contributed to improving public confidence in the fairness and effectiveness of dealing with youth crime in the Criminal Justice System

The Service recognises the importance of building upon public confidence in the youth justice system. As a member of the Local Criminal Justice Board the Service receives regular information from the British Crime Survey which has for some time now identified that public confidence in the youth justice system within Staffordshire is significantly out of step with confidence levels in other aspects of the criminal justice system, both within Staffordshire and nationally (23.5% compared to 41.8% within Staffordshire and 24.7% compared to 44.3% nationally). This is understood to be an issue for YOTs nationally.

The Assistant Director YOS has recently accepted the role as LCJB lead on Community Engagement and is working with the LCJB Programme Manager to take this forward. This exercise should provide the opportunity to address the issue of public confidence in the criminal justice system generally and more specifically with the youth justice system and is considered to be a priority area of work for the LCJB.

The Chief Officers Management Board for the Service has also discussed the issue of public confidence in the youth justice system and how this might best be achieved. The need for closer alignment between agencies in order to promote the confidence agenda, as identified above, was recognised as the most efficient and effective way of taking this issue forward. This would be of benefit to SYOS as a relatively small agency in terms of the amount of resources it is able to commit to this exercise.

The Service is in the process of producing a DVD which will shortly be launched which explains the work of the Service and is intended for use in schools, to be given to potential employees and partner agencies to gain an understanding of what the Service does. This will be launched later in the summer and distributed around Staffordshire's public sector partners and schools

Possibly the most constructive way in which the Service can contribute to this aim is through the continued provision of high quality services which impact upon offending rates and deliver services to victims of youth crime. Through the delivery of these services in a professional and timely manner the impact upon the individual is significant and the experience a positive one which they will share with their networks.

The biggest issue to be grappled with locally and nationally is that of the public's perception of young people which is heavily influenced by the media and the political climate and which as the general election draws near is likely to focus upon the issue of youth crime, possibly to the detriment of public confidence levels. The Service plans to work with the Children's Commissioner for Staffordshire and the LCJB Communications Officer to see how this may be tackled within Staffordshire.

<b>C6.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks</b>				
<b>Risk</b>	<b>Action</b>	<b>Success Criteria</b>	<b>Owner</b>	<b>Deadline</b>
Reduction of First Time Entrants perceived as in conflict with the needs of victims	Liaison with Police in relation to decision making process and assessment of needs of victim.	Community Resolution accepted by community as appropriate and effective method of intervention.	Prevention Manager	December 2009
Public perceptions of young people influenced by media and political agendas	Service to work closely with LCJB to address issue linked to the Community Engagement agenda,	Public confidence in the youth justice system is in line with that of the criminal justice system as a whole.	Assistant Director	March 2009
<b>C6.3 Identify workforce development plans to overcome the risks to continuous improvement</b>				
<b>Skills to Develop</b>	<b>Target Group</b>	<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
Skills in dealing with the media	Senior managers	Commission training	Assistant Director	March 2009
<b>C6.4 YJB risk to future delivery assessment comments</b>				

## SECTION C7 – IMPROVING VICTIM SATISFACTION

### C7.1 Assess the extent to which the YOT partnership has contributed to improving satisfaction in the Criminal Justice System for those who have been victims of youth crime

SYOS is committed to providing a responsive and effective service for victims, in line with PSA 24, following on from the SYOS Inspection of 2005, which identified that action was needed in relation to victim participation in Community Panels, victims having their views represented and taking part in direct or indirect reparation activities. The gathering and recording of information consistently and correctly for victim contacts and views, and the importance of gaining the views of young people and their parents/carers on type of reparation that was carried out were also highlighted as priorities for improvement.

The participation of victims in restorative processes has improved and in 2007/08, for 20.8% of relevant disposals, victims participated in face-to-face restorative processes. Where victims participated in either direct or in-direct participation, victim satisfaction rates were high, in 2006/07 96.7 % and 99.5% in 2007/08. Although victims are still reluctant to attend Community Panels, increasingly they feel able to give the Police Officers information to use at the panels, regarding the impact of the offence and the type of reparation they would like from the young person. All of the Police Officers have received training in mediation skills.

Restorative justice processes have now been incorporated into the full range of Court Orders and all intervention plans should include an element of direct or indirect reparation and young people who are the subject of Final Warning interventions are asked to write a letter of explanation where appropriate.

The Service has worked to comply with the Code of Practice for Victims of Crime which sets minimum standards for victims of criminal justice agencies. SYOS have scored 'green' for most indicators for 2007/08, including inviting the victim to become involved in restorative justice interventions if appropriate, keeping victims details separate from offenders and securely, effectively communicating with victims so that informed choices can be made and delivering training.

The line management of the Police Officers (who engage in the Community Resolution scheme, work with victims and do some offence focused work with young people) and Reparation Officers is now located within Area Teams following a recent restructuring within the Service. This has reinforced the push for a seamless approach to the delivery of restorative justice interventions and increased levels of victim satisfaction. Similarly, the recruitment, selection and training of Community Panel Members has become the responsibility of Area Teams in order to promote a joined up approach to operational delivery and the reinforcement of restorative justice principles throughout all of its interventions with young people and their victims.

SYOS obtained the support of the LCJB to commission a piece of research into the numbers of child victims of crime and current types of service provision available which met their needs. This involved a literature review, interviews with service providers and analysis of police offence data. This research has been shared with the Local Safeguarding Children's Board and MAPPA Strategic Management Board as well as the LCJB. The LCJB will be taking the recommendations forward, a significant element of which relates to the issue of communication between partner agencies and lack of awareness of available services.

Restorative justice is to remain a priority over the next 12 months and a strategy is being compiled to ensure a consistent and robust approach focusing on good quality interventions for victims, young people and parents / carers. This will clearly outline expectations in respect of purposeful reparative strategies and promote a speedy response to involving victims in the process in order to further promote our desire to ascertain the views and needs of victims. It will consider how to ensure that more victim responses are recorded in Pre Sentence Reports and Referral Order Reports and aims to improve upon the number of victims attending Referral Order Panels. Where a face to face meeting is not possible/appropriate the Service is considering commissioning a DVD for use with young people to convey the victim's perspective.

**C7.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks**

Risk	Action	Success Criteria	Owner	Deadline
Speedy completion of RJ strategy and systems to improve rates of contact with victims	Completion of RJ strategy	RJ strategy completed and implemented	YOT Managers / Keep Group	November 2008
Need to improve return rate of victim satisfaction questionnaires	Focused monthly meetings to identify appropriate mechanisms to improve victim satisfaction rates	Implementation / evaluation of improved systems		
How to ensure a consistent and seamless approach to the delivery of RJ		Increase number of victim satisfaction questionnaires		

**C7.3 Identify workforce development plans to overcome the risks to continuous improvement**

Skills to Develop	Target Group	Action	Owner	Deadline
Motivational techniques to encourage young people to engage in RJ processes as appropriate	All staff	Commission delivery of training programme	Senior Management Team	December 2008
Understanding of RJ principles (all staff) to ensure a seamless approach to RJ/and improve victim satisfaction	All staff and managers	Monitor liaison between case managers and seconded Police Officers		

**C7.4 YJB risk to future delivery assessment comments**

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## SECTION D – BUSINESS CHANGE AND INNOVATION

### D1 Describe the proposed business change or innovation – Criminal Justice: Simple, Speedy, Summary

From April 2008, youth courts across England and Wales will be adopting, through a phased implementation, a revised model of the established court process within the adult magistrates court. Simple Speedy Summary Justice (CJSSS) is based upon three principles:

- better proportionate preparation for first hearing in court
- ensuring that pleas are heard at first hearing and guilty pleas are dealt with on the day
- contested trials should proceed straight to trial within a reasonable timeframe.

The Referral Order process remains unchanged as most young people are dealt with on their first appearance however the level of change in practice and procedures for each YOT will vary according to their individual agreements and relationship with their local youth court.

### D2 Identify risks to implementing the business change or innovation and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Service not fully prepared for roll out	Ensure attendance at CJSSS Working Group	Reduction in number of unnecessary adjournments	Senior Management Team	July 2008
Arrangements for receipt of pre-court information not in hand	Liaison with CPS and Police leads	Swift administration of justice		

### D3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Awareness of CJSSS raised amongst staff group	All staff	Briefing to be produced	YOT Managers	July 2008
Staff skilled in preparation and presentation of stand down reports	Court Duty Officers	Completed	YOT Managers	July 2008

### D4 YJB risk to future delivery assessment comments

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**SECTION D – BUSINESS CHANGE AND INNOVATION**

**D1 Describe the proposed business change or innovation – Youth Rehabilitation Order and Youth Justice: The Scaled Approach**

**Youth Justice: the Scaled Approach is designed to assist youth justice services to direct time and resources to young people appropriately, in accordance with their risk assessment, YOTs will be expected to implement the scaled approach model from April 2009, which will coincide with the introduction of the provisions arising from the Criminal Justice and Immigration Act. The most significant youth justice provision in the Act relates to the Youth Rehabilitation Order (YRO).**

**D2 Identify risks to implementing the business change or innovation and plans to overcome the identified risks**

<b>Risk</b>	<b>Action</b>	<b>Success Criteria</b>	<b>Owner</b>	<b>Deadline</b>
Lack of preparation in advance of changes	Written plan produced outlining steps required to be taken.	Service able to manage the transition to the YRO and provide accurate assessment and delivery of packages of intervention on a risk led model, in accordance with revised national standards.	Senior Management Team	March 2009
Too few staff available to manage increase in contact levels	Review current structure and distribution of resources			
ISSP unable to cope with levels of referrals	Menu of options developed and communicated to sentencers			

**D3 Identify workforce development plans to overcome the risks to continuous improvement**

<b>Skills to Develop</b>	<b>Target Group</b>	<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
Knowledge of Youth Rehabilitation Order and application of the Scaled Approach.  Good quality Asset Core and RoSH Completion	All staff and managers	Liaise with YJB to commission training  YJB Senior Performance Adviser to present at management awayday in September 2008  Commission training event	Assistant Director	March 2009

**D4 YJB risk to future delivery assessment comments**

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## SECTION D – BUSINESS CHANGE AND INNOVATION

### D1 Describe the proposed business change or innovation – Workforce Development

Due to the new local focus and improved workforce development infrastructure in youth justice services, YOTs will be expected to commission directly from the Open University (OU) using local budgets in 2009–11, maintaining an equivalent level of workforce development opportunities as provided by the YJB during 2008/09.

### D2 Identify risks to implementing the business change or innovation and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
<p>Training Budget not sufficient to cope with level of identified need.</p> <p>Staff Development Plan does not appropriately reflect needs of current workforce.</p>	<p>Prioritise training needs linked to individual Personal Development Reviews for staff.</p> <p>Audit current level of relevant youth justice skills and qualification.</p> <p>Liaison with YJB Training Manager</p>	<p>All staff are inducted appropriately and receive ongoing training to meet their needs for delivering appropriate interventions to young people in line with their job role.</p>	<p>Assistant Director SYOS</p> <p>HR and Training Officer</p>	<p>March 2009</p>

### D3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
<p>PCEP</p>	<p>All practitioners. Those without formal qualifications to be given priority.</p>	<p>Establish priority list based on audit of existing relevant skills and qualifications in line with YJB expectations that 80% practitioners have undertaken this certificate</p>	<p>HR and Training Officer</p>	<p>March 2009</p>

### D4 YJB risk to future delivery assessment comments

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## SECTION E1 – WORKFORCE DEVELOPMENT

### E1.1 Assess the extent to which the YOT Workforce Development Strategy has helped the YOT partnership to effectively manage risks to future delivery

To date the Workforce Development Strategy has had a limited impact upon the Service. This is mainly due to the recent deletion of the post of HR and Training Adviser within YOS which has led to a gap in understanding of the contribution of the YJB strategy. This has now been remedied by the production of a Staff Development Plan for the Service, in line with the YJB and Staffordshire County Council's Children's Workforce Development Plan. The next step for the Service will be to meet with the YJB Regional Training Manager to discuss the needs of the Service and the role of the YJB in supporting these being met.

### E1.2 Identify risks to workforce development and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Staff lack opportunity for professional development	Work with YJB and Vulnerable Children's Division to identify opportunities linked to NVQ youth justice	Route to undertake NVQ youth justice established	Assistant Director SYOS/CLL & YJB Training Units	March 2009

### E1.3 YJB risk to future delivery assessment comments

## SECTION E2 - RISK TO FUTURE DELIVERY ASSESSMENT SUMMARY

### E2.1 Comments from risk to future delivery assessment from YOT management board chair

The Board is pleased with the performance of the Service over the last year. At each of our quarterly meetings the Board receives financial and progress reports on the performance of the Service which brings to our attention the issues of concern in relation to the delivery of services to children and young people. The Board is aware of the resource pressures facing the Service and the implications for future service delivery of the development of a 'Scaled Approach'. We are satisfied that the actions identified within this Plan are reasonable and sufficient to address these risks.

### E2.2 YJB risk to future delivery summary comments

**E2.3 Review and sign-off**

<b>Name:</b>	 Peter Traves	<b>Job Title</b>	Corporate Director, Children and Lifelong Learning Directorate	<b>Date</b>	30 July 2008
<b>Name:</b>	 Chris Sims	<b>Job Title</b>	Chief Constable, Staffordshire Police	<b>Date</b>	30 July 2008
<b>Name:</b>	Rob Mandley 	<b>Job Title</b>	Chief Probation Officer, Staffordshire Probation Service	<b>Date</b>	30 July 2008
<b>Name:</b>	 Stuart Poynor	<b>Job Title</b>	Chief Executive, South Staffordshire Primary Care Trust	<b>Date</b>	30 July 2008

## SECTION F – LESSONS LEARNT FROM COMPLETING THE YOUTH JUSTICE PLANNING TOOL

### F1 What were the most valuable features of the youth justice planning framework and tool?

Neither the Access and Word template were user friendly to complete and although the number of performance indicators for YOTs has been reduced, the type of information requested and the format for this plan has not felt like the 'lighter touch' it was promised to be. It is acknowledged, however, that this is the first year of implementation and that the YJB has committed to ensuring the learning from this phase of implementation is put to good use.

### F2 What could have been developed further?

n/a

### F3 What else would you like to be included in next year's youth justice planning framework?

n/a

### F4 Do you have any other comments?

n/a