

**NORTH LINCOLNSHIRE COUNCIL**

**CABINET**

**YOUTH JUSTICE CAPACITY AND CAPABILITY PLAN (2008/09)  
FOR THE YOUTH OFFENDING SERVICE (YOS)**

**1. OBJECT AND KEY POINTS IN THIS REPORT**

- 1.1 To seek Members' approval of the Youth Justice Capacity and Capability Plan 2008/09.

**2. BACKGROUND INFORMATION**

- 2.1 The Youth Justice Board (YJB) requires each Youth Offending Service to produce an annual Youth Justice Capacity and Capability Plan (section 40 of the Crime and Disorder Act 1998).
- 2.2 The Plan contains an overview of delivery plans and sets the basis for performance review and improvement. It sets out how the YOS will deliver against the YJB's performance measures and National Indicators, maintaining standards of performance and quality of practice.
- 2.3 The plan was submitted to the YJB in September 2008 and has been approved. The YJB conducted a site visit at the end of September to validate the content of the plan with the YOS Manager and the Chair of the YOS Management Board. The validation visit also included inspection of case files. The plan details clear links with all relevant partners' strategies and delivery plans.
- 2.4 The plan is an extensive document, covering areas such as workforce planning, financial planning and partnership working agreements. There are examples of best practice throughout and, where improvements are proposed, there are clear and achievable action plans to deliver.

**3. OPTIONS FOR CONSIDERATION**

- 3.1 Approve the plan.
- 3.2 Do not approve the plan.

**4. ANALYSIS OF OPTIONS**

- 4.1 The plan will enable the YOS to carry out its functions.
- 4.2 Lack of a clear plan will make service delivery more difficult.

**5. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)**

5.1 Financial

The Children's Services Authority is the major statutory funding partner. Local partner contributions come from the Police, the Primary Care Trust and the Probation Service. Additional grant funding is sourced from the Youth Justice Board and the LSC.

5.2 Staffing

There are no staffing implications.

5.3 Property

There are no property implications.

5.4 IT

There are no IT implications.

**6. OTHER IMPLICATIONS (STATUTORY, ENVIRONMENTAL, DIVERSITY, SECTION 17 – CRIME AND DISORDER, RISK AND OTHER)**

- 6.1 There are no other implications.

**7. OUTCOMES OF CONSULTATION**

- 7.1 Approval of the Plan has been gained from the YOS Management Board, Heads of Service and the Youth Justice Board.

## 8. **RECOMMENDATIONS**

- 8.1 That Cabinet endorses the Youth Justice Capacity and Capability Plan 2008/09.

SERVICE DIRECTOR LEARNING, SCHOOLS AND COMMUNITIES

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Date: 17 November 2008

**Background Papers used in the preparation of this report - Nil**

# North Lincolnshire Youth Offending Team

## Youth Justice Capacity and Capability Plan 2008 – 2009 Completed September 2008

*(The plan will have interim status until verified by the YJB and approved by signatories and the Council)*

North Lincolnshire Youth Offending Team is a partnership between IYSS, Humberside Association of Neighbourhood Watch Groups, Humberside Police, The National Probation Service, North Lincolnshire Council and the Voluntary Sector



connexions



North Lincolnshire **NHS**  
Primary Care Trust



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

### **A1 The strategic aims and priorities of the youth justice system in England and Wales:**

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

- Prevent offending
- Prevent re-offending
- Ensure the safe and effective use of custody
- Increase victim and public confidence

### **A2 The strategic aims and priorities of the Youth Offending Team in North Lincolnshire are to:**

- Change the status of the Youth Offending Team to a Youth Offending Service and re-launch that Service in November
- Change the title of the YOT Steering Group to the YOT Management Board
- Ensure systematic rigour, particularly with regard to safeguarding issues, ensuring that all processes are consistent with YJB and North Lincolnshire Council guidance
- Make sure that the staff team is fully trained, aware of responsibilities, motivated to deliver a targeted and integrated youth offending and support service, and that managers have sufficient oversight to ensure that guidance and procedures are followed
- Ensure improved standards of case management and adherence to National Standards for Youth Justice
- Establish and deploy working task groups, as necessary to track progress, follow action plans and report any shortcomings to the YOT Manager, the Service Director, the LSCB and the YOT Steering Group/Management Board
- Ensure that the improvements made to service delivery over the last year are maintained
- Continue the development of the YOS through appropriate resources and staff structures, with a strengthened focus on responsibility and accountability
- Embed the requirements of the Youth Crime Action Plan, ensuring partnership buy in to allocation of necessary resources
- Build on the work of the local Youth Crime Prevention Strategy to deliver actions
- Make sure that the Service is ready for the implementation of the Youth Rehabilitation Order
- Learn from the findings of the Juvenile Cohort Study to improve future practice
- Support partners in the delivery of CJSSS and the PYO pledge
- Embed a scaled approach to service delivery, based on informed assessment and need

Set within the framework of Children's Trust arrangements and the universal youth offer, integrated service delivery is at the heart of our support to children and young people. The Youth Offending Team contributes significantly to the delivery of both universal and targeted youth support programmes in North Lincolnshire. It is committed to building on that framework through the realignment of services and support to the strategic management, development and implementation of local policy and service delivery. We are working towards a locality based planning and management framework, building on and adding to, existing structures across the Local Authority.

The YOT Manager participates in appropriate local planning groups and strategic partnership groups. Active participation informs the shaping of local services according to need, and enables appropriate locating of resources. Performance measures and agreed local targets promote an integrated focus on reducing offending and anti-social behaviour, enabling children to achieve, whilst building safer and stronger communities in which they can thrive.

The YOT contributes to key plans, strategies and policies through a number of linked Council and Service plans, the annual Performance Assessment and Local Public Service Agreements. This includes The Children and Young People's Plan (2006-2009); The Safer Neighbourhoods Strategy (2008 – 2011); The Safer Communities Plan; The Stronger Communities Plan and the Substance Misuse Plan;

The Local Area Agreement provides a funding framework for the delivery of the Children and Young People's Plan (2006-2009). The priority for the YOT being to improve the life choices of young people; encouraging their personal development; reducing the number not in Education Employment or Training; improving the life chances of Children in Care – all attributed to reducing the number of offences committed and the number entering the criminal justice system, and through linked partnership planning and delivery of integrated youth support services.

We have a clear approach to diversity and a commitment to make sure that vulnerable children are offered appropriate and accessible services. We extend that same approach to victims and to parents and carers. We have structures in place to make sure that we are able to engage effectively with BME communities and the young people within them who are known to our service.

## **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.**

The YOT benefits from seconded staff from all key agencies - enabling service delivery, which meets a diverse range of local needs and a range of best value activities. The work is delivered through a mix of targeted and universal programmes, co-ordinated resources and a focus on prevention and diversionary activities. The YOT is placed within Integrated Youth Support Services in North Lincolnshire, enabling a robust resource base on which to build its activity. Resources made available to the YOT, from both partner funding and staffing, has remained steady over the last twelve months. Other than a reduction in contributions from the National Probation Service, all partners have continued their previous levels of funding, with slight increases to take account of inflation only. However, with staff salary increments, the level of funding for 2008/09 will actually represent a need to make savings in some areas. The YOT has suffered from a number of staffing issues in recent months, which has made recruitment to some key posts difficult. This has had a negative impact on the budget as posts have had to be kept open whilst being backfilled using sessional and agency staffing. Any future risk to the financing of posts will need to be met through careful planning and possible re-defining of some roles within the wider Integrated Youth Support Services (IYSS). Other than increasing the hours of one part-time and fixed term post, and redefining the roles of some team members, it is not anticipated that there will be any major changes or increases in staffing in the coming months.

We were fortunate in being awarded some capital grant funding from the YJB last year, topped up by the Local Authority, and used for the modest refurbishment of a Council building for the YOT. This was in response to the expansion of the service, making the previous building unfit for purpose. The new building offers more office space, interview rooms, a staff room, training room and conference room, enabling us to make huge improvements to the delivery of services. Being town-centre based, easily accessible for service users and partners, the building meets our current needs and is sustainable in terms of projected future growth.

The YOT was also offered a Remote Working Grant, as part of the wiring up youth justice agenda. This was used to purchase a number of lap-top computers and data cards, which are used by staff both inside and outside of the office. The remote use of secure e-mail, access to databases and the ability to input standard documents more efficiently, has speeded up responses in Court, saves travel time and, ultimately, enables more time to be spent in offering direct services to children and families.

Programme resources continue to be expanded. For example, this year, we have implemented the YJB's "PLUS" programme. The funding enabled two Learning Mentors to be trained as co-ordinators of the programme, with 6 staff acting as coaches to encourage and support this reading programme with young people. A number of resources are now available for this intensive reading programme to continue to be delivered to those young people who struggle with reading, thereby increasing their participation in learning and achievement.

Linked to our delivery of ETE provision, a project proposal was made to the LSC in August, aimed at supporting young people (aged 16+) to engage in a programme to help them to gain/sustain suitable employment and reduce the likelihood of them offending or re-offending. The project is linked with ISSP and RAP, providing a flexible menu of short courses and a recognised and transportable qualification. The proposal outlines detail of delivery from a single unit of accommodation, (currently being sought) using ASDAN courses and supported by existing YOT staff and specifically recruited and trained volunteers.

The initial proposal is expected to generate no more than £9,000, which would offer the opportunity for the programme to be started. Success will be measured through achievement, access to ETE, raised self-esteem and promotion of independent living. Once the pilot has been evaluated, further funding and support may be sought, perhaps from the wider IYSS, who may wish to refer young people.

In addition to this, and as a separate project, this may be used for temporary accommodation for young people who may otherwise face remand. It would be for emergency access only and for those aged 16+. The YOT would make it a requirement of staying in the flat overnight that the young person attended the life skills course, as described above. This would be linked to the YOT's current participation in an accommodation pilot, which offers short to medium term housing for young people who might otherwise find it difficult to maintain a tenancy. Young people are offered a comprehensive support package, encouraged to be actively involved in maintaining the furnishings and closely monitored so that any problems can be quickly identified and addressed. To date, the scheme has proved to be very successful, with a number of young people being able to become assured tenants in the properties.

Further examples of programme expansion include the use of Practical Family Support Services (PFSS), delivering parenting support, advice and guidance to parents and carers, at weekly drop-ins and on a one-to-one basis. PFSS also offer support to case managers in delivery of tier one interventions, co-facilitate group work delivery and offer training to YOT practitioners.

In response to the Government's recent campaign of hard-hitting knife crime adverts, and some concerns about levels of knife crime locally, the YOT has developed a firearms/knife crime reduction programme to support its wider prevention agenda. Led by the Seconded Police Officer, and in conjunction with the YJB Regional Forum, the programme is a proactive response, delivered to young people across the service, including those on Statutory Orders, including some whose offences have been either gang or weapon related and others who's assessments have indicated a propensity to become involved in such activity. The first course was delivered in August and it is expected that it will run every 6 weeks. It explores the broader aspects and dangers of carrying weapons, the potential consequences and penalties. Along with a measured response with regard to appropriate sanctions and/or prosecution, complemented by following the recent guidance published recently by the Department for Children Schools and Families, it is hoped that this will be an effective programme in changing the behaviour of these young people.

Despite some growth in programme delivery over the last year, clearly, having adequate resources has a direct impact on our standards of service delivery and our ability to meet indicators and targets. Any blockages are routinely reported to the YOT Steering Group and to Heads of Service, as necessary. The Steering Group, which has retained its membership and agency commitment, and maintaining an active interest in the progress of the service and its links with strategic partnership and priorities. Partner commitment at a strategic level remains strong and enthusiastic, the Group recently welcoming a representative from Victim Support Services. Practical solutions to any resource or performance issues can usually be found. Partnership working in North Lincolnshire is fully supportive of shared agendas, joint training initiatives and pooling of resources, enabling all services to deliver to capacity, in line with local need, statutory duty and corporate responsibility.

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

Reduction in funding from the National Probation Service and insufficient increase in other grant funding to meet staffing costs, at a time of anticipated need to increase service delivery through Targeted Youth Support Agenda, Youth Rehabilitation Order and Youth Crime Action Plan

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

<b>Risk</b>	<b>Action</b>	<b>Success Criteria</b>	<b>Owner</b>	<b>Deadline</b>
Increased demand on services	Draw on wider IYSS and other statutory partners for delivery of prevention services	Joint training, successful secondments and growth in delivery potential, partnership support to Youth Crime Prevention Strategy	YOT Manager	December 2008
Lack of parity of pay, both for staff and for managers, compared with neighbouring YOTs may result in staff attrition	Recommendations for restructure and costing presented to YOS Management Board and NLC	Proposals accepted and implemented	YOT Manager	November 2008
Inability to meet National Targets and deliver Effective and Quality Programmes, to reduce offending, re-offending and FTEs	Review of National Standard compliance and National Indicators, regular monitoring and reviewing of improvement plans	Continued improvement against all National Indicators	YOT Manager	Monthly

**B3 YJB risk to future delivery assessment comments**

<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	58,000	0	34,000	92,000
Probation	45,000	0	4,000	49,000
Health	40,000	0	16,000	56,000
Local Authority	225,000	50,000	134,000	409,000
YJB	N/A	0	709,000	709,000
Other	0	0	191,000	191,000
<b>Total</b>	<b>368,000</b>	<b>50,000</b>	<b>1,088,000</b>	<b>1,506,000</b>

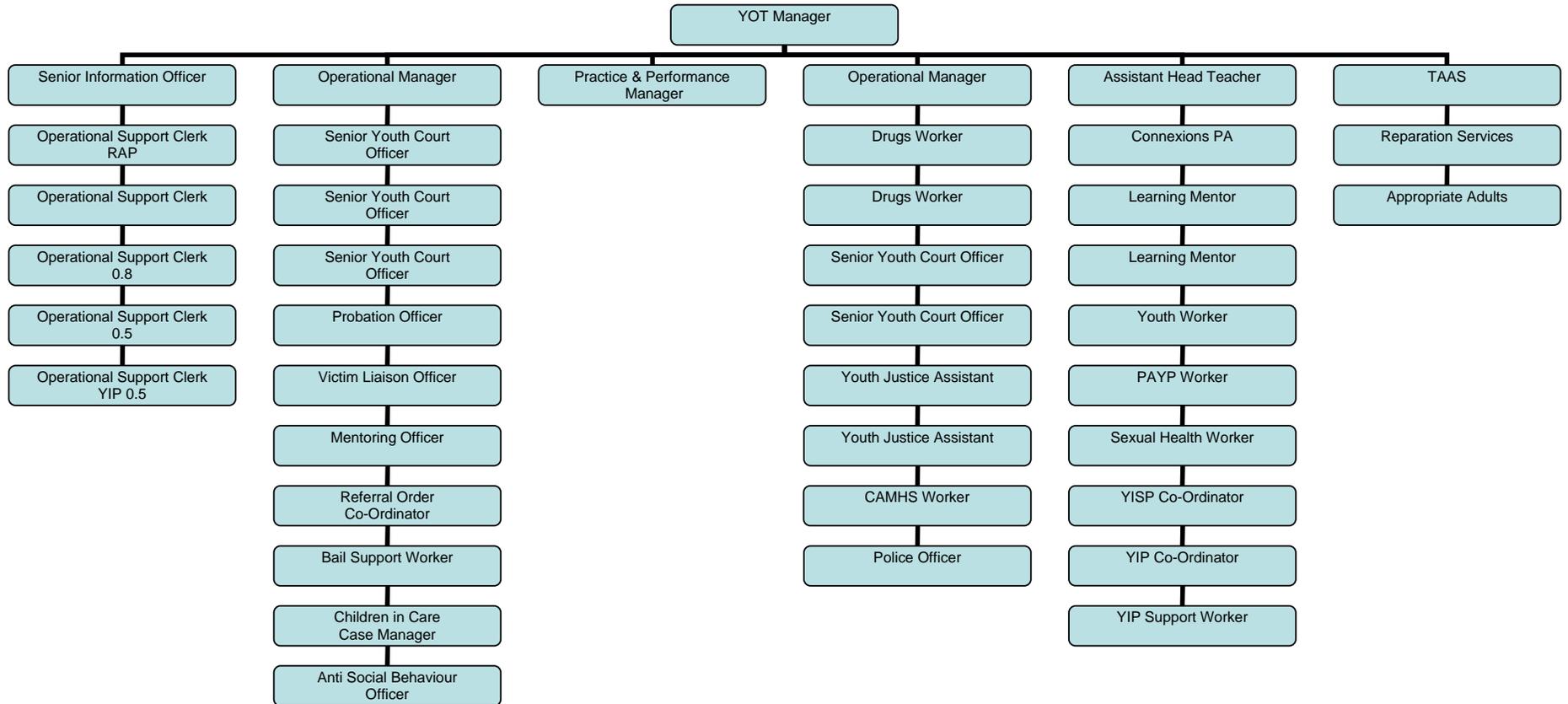
<b>B5 Services planned for the financial year 2008/09</b>		
Core Activity	Total Budget (£)	Any comments
Preventative services	438,000	
PACE	32,200	There has been a significant increase in the number of hours for each Appropriate Adult call out
Pre-Court	244,000	
Remand	46,000	
Court	140,000	
Community	431,000	
Custody	175,000	

<b>B6 Probation Contributions</b>					
Cash Contribution	Payments in kind 1 Excluding staff		Payments in kind 2 Staffing		Total (£)
	Item	Cash value (£)	Grade and number	Cash Value (£) Including on costs	
4,000	0	0	Pay Band 4 Point 97	45,000	49,000

<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	1	1	3	5	20	2	3	10	0	40	85
<b>Fixed Term</b>	0	0	1	1	0	8	0	1	0	0	0	11
Outsourced	0	0	1	0	0	4	0	0	0	0	30	35
Temporary	0	0	0	0	0	0	0	0	0	0	0	0
Vacant	0	0	0	0	0	3	0	0	0	0	0	3
Children	0	0	0	0	0	2	1	0	0	0	0	3
Police	0	0	0	0	0	1	0	0	0	0	0	1
Health	0	0	0	0	0	1	0	0	0	0	0	1
Education	0	0	0	1	0	0	0	0	0	0	0	1
Connexions	0	0	0	0	2	0	0	0	0	0	0	2
Other	0	0	1	0	0	0	0	1	0	0	0	2
<b>TOTAL</b>	0	1	1	3	5	20	2	3	10	0	40	85

<b>B8 Staff in the youth offending team by gender and ethnicity based on census 2001 categories</b>																
	Strategic Manager		Operations Manager		Practitioner		Administration		Sessional		Student		Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White British	0	1	1	3	5	19	1	4	3	7	0	0	15	25	25	60
White Irish	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other White	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
White and Black Caribbean	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
White and Black African	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
White and Asian	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Mixed	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Indian	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Pakistani	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bangladeshi	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Asian	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Caribbean	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
African	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Black	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Chinese	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other ethnic group	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Not given	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	1	1	3	5	20	1	4	3	7	0	0	15	25	25	60
Welsh Speakers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

## Staff in the Youth Offending Team at August 2008



**All of the work of the YOT is supported by Sessional staff and Trained Volunteers**

## **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 disproportional outcomes, including children and young people from Black Minority Ethnic (BMA) backgrounds**

The YOT works closely with all partners to actively engage those at risk of entering the criminal justice system and has developed, through that partnership, a youth crime prevention strategy which focuses on reducing first time entrants through meeting identified need such as, school exclusion, truancy and family dysfunction. The strategy underpins the work of the Prevent and Deter Strategy, Targeted Youth Support Services and Integrated Support Services for children in North Lincolnshire.

The YOT offers a range of early interventions aimed at first time entrants to the criminal justice system, including a focus on Children in Care in North Lincolnshire and has access to a full range of specialist programmes and interventions designed to reduce the likelihood of further offending, including YIP and YISP, referrals for which are made using the CAF.

Family support is integral to all the work of the YOT, with support offered to enable parents to improve their parenting skills. Training in boundary setting is offered and the YOT also delivers a nurturing parenting programme. Parenting and Family Support services are readily available and the YOT fully supports the North Lincolnshire Parenting Strategy. We have a weekly “drop in” session, where parents can call for information, advice and guidance. Staff can also access this resource for support in delivering tailored parenting support within their case management.

The YOT is currently piloting a locality project aimed at ensuring the integrated delivery of services to reduce anti-social behaviour in that community. A task group has been established, with buy in from all relevant partners and services, including the voluntary sector. Knowledge and expertise from that group, including the appropriate sharing of intelligence and information about particular issues, will determine the service delivered to address that assessed need. A performance management framework is in place to monitor progress. The intended focus will be on early identification, quality assessment of need and risk, a single referral pathway and the delivery of a comprehensive package of care, embracing the overall aim of reducing anti-social behaviour and improving community safety.

In response to the growing concerns about gangs and knife crime, the YOT has developed a crime reduction programme to support its wider prevention agenda. Led by the seconded Police Officer, and in conjunction with the YJB Regional Forum, the programme is a proactive response, delivered to all young people across the service (including those on statutory Orders) and including some whose offences have been either gang or weapon related and others who’s assessments have indicated a propensity to become involved in such activity. The first course was delivered in August this year.

**The Youth Inclusion and Support Panel (YISP)** receives referrals from all partners and uses the Common Assessment Framework (CAF) to assess entry to the scheme and the inclusion of Panel Members. Community volunteers support the programme and are supervised and trained appropriately. All intervention plans are fully supported and the programme is held in very high regard within services for children in North Lincolnshire. The YISP clearly reduces the likelihood further offending in this client group, with recorded offences post YISP being minimal. Following a full analysis of FTEs in May 2007, it was noted that the geographical boundaries of the YIP, and the age boundaries of the YISP, were not meeting the needs of those presenting as first time entrants. With the approval of the YJB, in August 2007, the YOT increased the age range for those accessing YISP activity to 17 years. Since that date, the families of 11 young people from the older age range have been supported. To date, none of them have offended.

The YOT also benefits from a **Youth Inclusion Programme (YIP)**. The YIP is responsive to the diverse needs of the communities served, maximising accessibility for marginalised sectors, providing targeted activity in a local neighbourhood (Westcliff and Riddings), where crime and anti-social behaviour is high amongst young people. It offers constructive diversionary activities, adding much value to services for this age group, drawing together preventative and positive activities from a variety of partners.

Working in partnership with Humberside Police, **RESPECT Seminars** continue to be delivered to groups of young people (and their parents), where young people have been identified as having alcohol fuelled anti-social behaviour. These young people are identified during routine Police patrol and bailed to attend the seminar as an alternative to being formally charged. The seminars have attracted 16 young people to date, none of whom have been apprehended a second time. This work is held in high regard and has, this year, been nominated for a Justice award.

The Final Warnings Officer has developed a **Reprimand Programme**, delivered alongside Final Warnings. To date, staffing capacity has not allowed all of those reprimanded to receive and interventions. Those who have taken part have not re-offended. The YOT plans to increase capacity to deliver more interventions to those Reprimanded via: a more flexible use of YJB prevention funding for 08/09 and by drawing on the wider resources of newly recruited Police Community Support Officers and Integrated Youth Support Services colleagues.

**A joint initiative with Humberside Fire and Rescue Service** has offered a team-building course to 51 young people during the last 12 months. The course is designed for those with a range of offending behaviours and has been successful in improving the behaviour and achievements of young people, enabling them to make a positive contribution and reduce anti-social behaviour.

A full analysis of First Time Entrants and associated diversionary and preventative programmes is currently being undertaken. The flexibility now allowed with regard to YJB prevention funding and the alignment of the YOT within Integrated Youth Support Services, enable both activity to be placed where the need is highest, and an increase in resources to meet that identified need. Further, the planning of locality based service delivery is currently being undertaken. The YOT will shadow the new neighbourhood arrangements in North Lincolnshire, with management responsibilities and service delivery clarified around the five local neighbourhoods. A pilot in one locality is currently underway which will provide the benchmark for locality delivery of preventative services, within the Targeted Youth Support Offer. This will further support the YOT's preventative strategy and excellent partnership working in place.

***Identify risks to future delivery and plans to overcome the risks to continuous improvement*** Partnership funding to the Safer Schools Project and the Fire and Rescue Project has not been extended to 2008/09. Whilst this will undoubtedly mean that the projects will not continue in the same structure, the YOT and partners are committed to continuing the good practice, which has enabled young people involved, to make a positive contribution to their community and to improve their life chances. Neighbourhood Poling Teams continue to deliver a safer schools model through the attachment of PCSOs and, as partners develop a locality based delivery of services, the YOT will be well placed to pilot joint delivery of prevention services in local areas where the need is exposed.

Despite a sound base from which to deliver preventative work, the YOT will not meet the 5% reduction (on the baseline figure of **230** for 2005/06), explained by an increase in the number of offences brought to justice during 06/07, when there was a marked increase in sanction and detection rates in the local Police Division. It is of note that since that increase the number of first time entrants has shown a steady decline from **492** in 06/07, to **357** in 07/08, showing that the YOT is well positioned to recognise and target those at risk of offending and to offer effective and supportive interventions.

The YOT continues to work hard to ensure that Black Minority Ethnic (BME) populations receive fair and equal treatment in all aspects of the youth justice arena, being able to draw on adequate resources to support the diverse needs of this group. In terms of first time entrants – in 06/07, 3% (15 young people) were from Black Minority Ethnic (BME) backgrounds. For 07/08, that number was reduced to 1% (4 young people). The total BME population of young people in North Lincolnshire is currently 4%. Gender and age balances have changed little over the last year with services predominantly being delivered to young men aged between 15 and 17 years. There has, however, been a noted rise in the number of young women presenting with alcohol related offending, which is being addressed through the Respect Seminars and target support to individuals and groups.

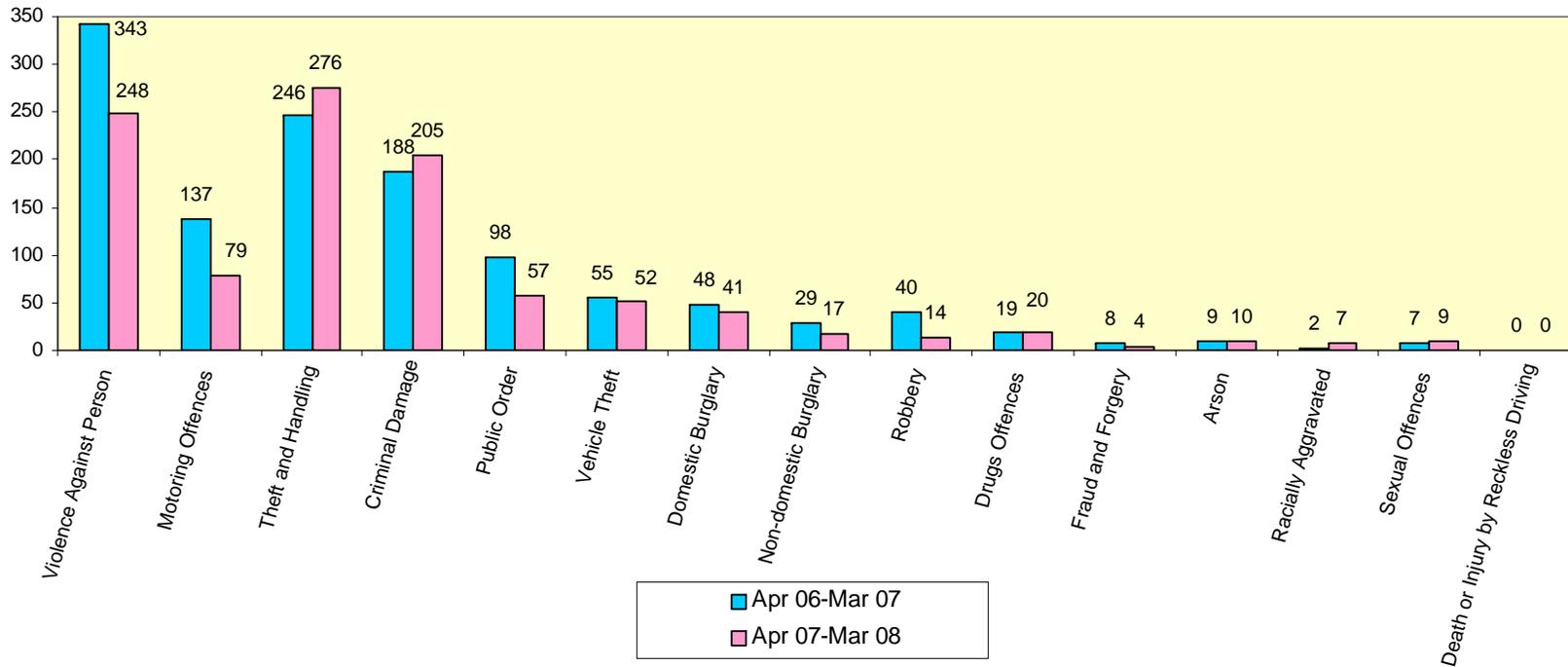
<b>C1.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks</b>				
<b>Risk</b>	<b>Action</b>	<b>Success Criteria</b>	<b>Owner</b>	<b>Deadline</b>
Despite a significant reduction FTEs over the last 12 months, it will be difficult to meet the target for a reduction in First Time Entrants due to an inflated base line figure brought about by the OBTJ targets in local Police Force	A full analysis of First Time Entrants and associated diversionary and preventative programmes is currently being undertaken. This will enable us to make sure we focus resource appropriately	Continued reduction in FTEs	YOT Manager	March 2009
Ability to identify those on those likely to become FTEs in order to halt progression	Establish locality task groups who can identify those most at risk, refer through a single pathway and report back on progress	Continued reduction in FTEs and positive feedback from task groups	YOT Manager	March 2009
<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>
Training in assessment and Tier 1 interventions	Children's Workforce, including IYSS and Voluntary Sector	Deliver training to all staff Make sure that all staff have an Individual Learning Plan, linked to their EDR	YOT Practice and Performance Manager	February 2008
Continuing development of Integrated Youth Support Services (IYSS), with YOT focus in Targeted Youth Support	All IYSS staff	Competency based training and development	YOT Manager	Ongoing
<b>C1.4 YJB risk to future delivery assessment comments</b>				

## SECTION C2 – REOFFENDING

**C2.1 Assess the extent to which the YOT partnership has contributed to reducing proven reoffending by children and young people and reducing any disproportional outcomes, including children and young people from Black Minority Ethnic (BME) backgrounds.**

The YOT routinely monitors offending trends, particularly in relation to overall offending in North Lincolnshire. Over the last two years there has been a reduction in offences as detailed:

Comparison between Offences from 2006-07 and 2007-08



Re-offending is monitored with regard to particular offences, and trends compared with all offending in North Lincolnshire. We have been able to target both particular individual and groups, by offering specially designed offence management programmes. We have seen significant reductions in offending in specific categories and we are able to relate this specifically to some of our programme delivery, for example, car crime reduction initiatives and the RESPECT Seminars. By increasing the number of children offered a preventative service, for example, we have been able to achieve a reduction in our First Time Entrants and Anti-Social Behaviour Orders. The slight increase in the number of PSRs we have written is linked to the increase in Community Orders and Custodial Sentences. A word of caution here, the number of children and young people known to our service is relatively low, sometimes skewing any statistical analysis and reporting.

However, what we can clearly indicate is that the overall output of the service, in terms of Court Work and Disposals has not increased significantly. We hope that our continued focus on preventative work will show some marked differences in the future.

Whilst offending in the pre-court and first tier cohorts had been increasing, the YOT's focus on preventative services has achieved a steady reduction over the last 12 months for these groups. That focus, however, has not been to the detriment of delivery to community and custodial groups, where we have seen a steady, and continued, reduction over a number of years. Addressing long term, sustainable reductions in First Time Entrants, for example, will enable our focus to be retained in other areas of our work.

The YOT has been able to achieve this by the embedding the use of shared comprehensive assessments (including ASSET, ONSET, CAF), used to inform intervention plans and targeted service delivery.

Linkages to delivery plans of partners, such as substance misuse and the comprehensive CAMHs strategy has enabled effective and timely access to services, ensuring children with additional needs are prioritised appropriately.

The timely preparation of Pre-Sentence Reports and their availability for sentencing supports the CJSSS initiative locally. North Lincolnshire is routinely above target in terms of timeliness of Court hearings and sentencing.

Whilst the YOT does not base its judgements on statistical indicators alone, it should be acknowledged that, because of low numbers overall, it is susceptible to significant variations in percentage reports of numbers. Nevertheless, the number of young people receiving either remands or being sentenced to custody has remained low, particularly in respect of remands. This can be attributed to the continued delivery of both Intensive Supervision and Surveillance Programmes (ISSP) and Resettlement and Aftercare Provision (RAP). Both of these programmes are held in high regard by sentencers, with ISSP being offered routinely as an alternative to custody and RAP achieving a reduction in the numbers returning to custody. The YOT has also been commended on its development of an effective system for the transfer of all 16-18 year olds subject to Community Punishment Orders.

The Anti-Social Behaviour Panel, attended by a range of senior officers from all relevant agencies, continues to meet monthly and to monitor and review progress of young people and champion alternatives to formal proceedings. The acceptance of appropriate alternatives, offered from a range of diversionary activities, has enabled a significant reduction in the number of children and young people subject to Anti-Social Behaviour Orders (ASBOs) - from 18 to 11 in the last year. This has been achieved by taking a balanced approach to the priorities of the ASB agenda.

Acceptable Behaviour Contracts (ABCs) have had a significant effect on controlling behaviour with a number of young people, ensuring that less go on to formal ASBOs, and for those that do, adequate support mechanisms are in place to reduce likelihood of non-compliance and the potential for breach.

This reduction in offending has also been achieved for those children in North Lincolnshire who are in the care of the local authority. The number of Children in Care known to the YOT has reduced over the last 12 months, as has their offending. This has been enabled through a combination of increasing the number of Children in Care (CiC) in Education, Training and Employment and through joint service delivery and staff training in restorative methods.

In terms of the Black Minority Ethnic (BME) population: in 06/07 there were 7 BME young people with Court outcomes, of those 3 re-offended. For 07/08 there were 5 young people, with only one of them going on to re-offend.

Reducing re-offending is a primary aim of the Youth Offending Team, delivered through co-ordinated action with key partners in North Lincolnshire. The YOT works closely with local partners, ensuring that action plans to reduce re-offending need to compliment the strategies of partnerships at a local level.

The YOT has a key role in the development of restorative justice initiatives in both schools and Children's Homes, taking a lead role in delivering training to both. Offering an alternative way of dealing with conflict, anti-social or offending behaviour, through a formal system, has achieved a reduction in the numbers of this group, either entering the formal criminal justice system for the first time, or continuing to offend having done so.

The reparation services to the YOT are delivered by a commissioned service. This enables a wide range of interventions, including both direct and indirect reparation to be delivered. The YOT also has a range of trained mentors to act support young people, act as advocates and offer a positive role model. There is currently a very high number of reparation hours being attached to Referral Order contracts. This is placing a huge financial burden on the YOT and is a resource, which might be better used for those young people on more intensive supervision. The YOT is currently training a new group of volunteer Referral Order Panel members with a view to addressing this issue. There is also work being undertaken to engage victims in more direct contact with young people who have offended. This is difficult to achieve but is a proven method of reducing the likelihood of young people re-offending.

The YOT commissions a Sexual Health service to support those least likely to have attended SRE lessons or benefit from parental guidance. Choices Clinics are delivered from the YOT building and the staff team is trained to deliver basic SRE to those known to the service.

The YOT continues to work hard to ensure that Black Minority Ethnic (BME) populations receive fair and equal treatment in all aspects of the youth justice arena, being able to draw on adequate resources to support the diverse needs of this group. In terms of first time entrants – in 06/07, 3% (15 young people) were from Black Minority Ethnic (BME) backgrounds. For 07/08, that number was reduced to 1% (4 young people). The total BME population of young people in North Lincolnshire is currently 4%.

In terms of the Black Minority Ethnic (BME) population: in 06/07 there were 7 BME young people with Court outcomes, of those 3 re-offended. For 07/08 there were 5 young people, with only one of them going on to re-offend.

<b>C2.2 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>
Management capacity to supervise staff and chair referral planning and case management meetings	Re-alignment of management responsibilities and roles	Continued reduction in offending and re-offending	YOT Manager	November 2008
Capacity issues in Secure estate impact on resources	Management of staff time and priorities	No planning meetings, reviews or remand visits are postponed	YOT Operational Manager	Ongoing

<b>C2.3 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>
Ensure staff resources are matched to need	Highlight any gaps to YOT Management Board at earliest opportunity	A fully staffed and competent service	YOT Manager	Ongoing
All staff groups receive ASSET, case recording; and risk management, safeguarding and diversity training	All staff	Training logs monitored and all training delivered bi-annually	YOT Practice and Performance Manager	Ongoing
Knowing those children most at risk, in order to prioritise services and resources accordingly	Case Managers	Setting up a process to capture this data and embedding its use with case managers	YOT Practice and Performance Manager	December 2008
<b>C2.4 YJB risk to future delivery assessment comments</b>				
<b>SECTION C3 – CUSTODY</b>				
<b>C3.1 Assess the extent to which the YOT partnership has contributed to reducing the use of youth custodial remands and sentences and reducing <i>any</i> disproportionate outcomes, including children and young people from Black Minority Ethnic (BME) backgrounds</b>				
<p>The YOT offers a scaled approach to the management of risk and need. Ensuring National standards compliance, for example, is crucial in all our work and not least in reducing the use of custody. It contributes to our case management models of practice and is routinely monitored, ensuring that resources are deployed appropriately. We use ASSET management plans and feedback from Magistrates and other service users is routinely shared with our practitioners to inform future practice and training needs.</p> <p>Detailed assessment and offence analysis enables use to make sure we offer the right level of intervention to meet the criminogenic and social needs of our young people. Our Intensive Supervision and Surveillance Programme (ISSP), for example, is held in very high regard by Magistrates. It is used as a direct alternative to custody and reserved for those for whom less intense programmes have not delivered the desired outcomes.</p>				

We have a dedicated Bail Supervision and Support Worker, using reporting sessions and routine supervision to offer robust packages as a viable alternative to remand. Magistrates are confident about our case management programmes, ensuring that we have as low a number of remands as possible. Our remand figures are consistently near to both national and regional trends.

The number of Children in Care in North Lincolnshire is low. Nevertheless, this is a vulnerable group in terms of propensity to offend and enter the custodial sentencing arena. The YOT Assistant Head Teacher works closely with the dedicated Children in Care Team to promote positive educational outcomes for this group of young people, improving access to ETE for these young people.

Working with young people on barriers to learning, including the development of individual action plans, is key to improving outcomes. Having a dedicated Education Lead in the YOT, who manages a team of practitioners, and benefiting from LSC funding to promote this work, we have the opportunity to access appropriate provision for young people who are likely to, or do, offend, giving them an equal chance to enjoy and achieve a suitable education and subsequent economic well-being and a reduced likelihood of offending, remand and custody. We have routine assessment of learning styles, systematic screening for numeracy and literacy difficulties (including dyslexia) and robust referral systems in place. We have implemented progress files for all our young people and our excellent contacts with external providers, ensures that we are able to implement appropriate training and employment packages.

The Education Team in the YOT is active in conducting a comprehensive needs analysis of every child known to the service. This is followed through with appropriate liaison with all relevant partners, for example, through a multi-agency inclusion panel. The construction of individual learning plans, to achieve access to, and sustainability in, suitable education, training or employment is particularly pertinent to the group of children who may be on the cusp of custody or looking forward to resettlement. Constructive working with Connexions and liaison with the secure estate is effective in planning services for those leaving custody. A detailed, and joint, action plan has resulted in the continued reduction of those not in Education, Training or Employment (NEET) in the last year. NEETs are currently at their lowest level and continuing in a downward trend. The strengthening of alternative education provision and the promotion of close liaison with providers, supports a continued improvement in the number of those accessing ETE (from 65% in March 2006, to 85% in March 2007, and to 92% in March 2008).

The YOT has processes in place to ensure that we meet the diverse needs of our population, including those in the sentencing arena. All our staff undertake diversity training, we have a diversity lead in the team and strong links with diversity officers from other agencies and strategy groups. We also use our local Equalities Council for advice and guidance on any diversity issues, for example, overcoming language and cultural barriers. Staff teams are aware of the need to record why particular interventions have been chosen and are trained in the delivery of a range of structured interventions to meet diverse needs.

<b>C3.2 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>
Systems need to put in place to identify those eligible, and suitable, for ISSP earlier	Rigorous assessment procedures are in place and monitored through referral planning meetings	ISSP used as a direct alternative to custody and seen as a viable community sentence	YOT Operational Manager	Ongoing
Lack of engagement with young people during custodial phase of sentencing	Monitored through case management procedures, meetings and staff supervision	More robust resettlement packages, reducing likelihood of recall or subsequent remand	YOT Operational Manager	Ongoing
Surveillance is effectively enforced	Improved communication providers re: non-compliance	Swift returns to Court for Breach	YOT Operational Manager	Ongoing
Systematic, consistent and speedy breach action	Breach packs and Breach Court use monitored and use evaluated	Reduction in non-compliance	YOT Operational Manager	Ongoing
<b>C3.3 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>
Staff Training and Monitoring of delivery through closer case management	All staff	Include in team and individual training plans	YOT Practice and Performance Manager	January 2009
<b>C3.4 YJB risk to future delivery assessment comments</b>				

## **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**

All YOT Staff are required to undertake training with regard to safeguarding, at a level commensurate with their role and responsibility within the service. Following a number of related issues, highlighted in the recent Inspection, the YOT has developed a much greater staff awareness of safeguarding priorities, established clear procedures and enforced much more stringent oversight of case work and supervision of staff's work.

The YOT has a close working relationship and liaison with colleagues in Children's Services, including the safeguarding team. This is supported by a number of working guidelines and practices, service and partnership agreements. These do, however, currently need to be reviewed and will continue to be monitored to ensure they are fit for purpose.

The YOT is fully involved with the Multi-Agency Public Protection Arrangements (MAPPA), where necessary. There are currently two YOT cases at level 2. Case reviews are held routinely and robust monitoring procedures are in place. Assessment of these cases is fundamental to safeguarding across the service. The YOT has an assessment improvement plan in place, which includes a quality assurance process and a training programme for staff.

The YOT also has procedures in place for monitoring serious cases, through multi-agency risk panels, where necessary. All cases deemed to be at risk of serious harm are monitored through case management procedures, enabling management oversight of assessment, planning, interventions and reviews. Managers have oversight of these cases, monitoring the quality of ASSET, Risk Management Plans and Vulnerability Management Plans, ensuring that identified needs are met and all actions to reduce the likelihood of serious harm are completed.

Any case where serious harm has occurred are subject to local management reviews, reported to the YOT Steering Group, the YJB and the Local Safeguarding Children's Board, through the Serious Case Review Panel. Procedures and case management improvement plans are regularly reviewed and monitored through the same governance arrangements, including routine file auditing.

The YOT is developing its work with those who are both perpetrators and victims of domestic violence, having set up a practitioner task group and links to the North Lincolnshire Domestic Violence Forum. Plans are in place to develop our staff resource and knowledge base to make sure that the needs of this group are met and that information, advice and guidance is available to those in need.

We are also linking our anti-bullying strategy to that of Integrated Youth Support and Children's Services, ensuring that those young people, who might access support elsewhere, are able to do so through our service.

<b>C4.2 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>
Management team capacity to chair reviews	Re-alignment of management responsibilities and roles	Reduction in serious offending	YOT Manager	Ongoing
Staff under qualified to manage high risk cases	Individual training programmes	Suitably trained staff team able to manage risk	YOT Practice and Performance Manager	January 2009
<b>C4.3 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>
Improve staff's understanding of MAPPA	All staff	"in House" training to be delivered to all staff	YOT Practice and Performance Manager	January 2009
Develop a "near miss" approach to Serious Incidents re: lessons learnt and implications for improving practice	YOT Management Team	Safeguarding as a standing agenda item for discussions at monthly management meetings	YOT Manager	Ongoing
Monitor and respond effectively to child on child violence, particularly in schools and surrounding localities	Youth Crime Prevention Strategy Group	Agree process and monitor through this group	YOT Manager	November 2008
Routine reporting to Local Safeguarding Children's Board, highlighting any blockages and monitoring actions	LSCB	YOT Manager to provide reports as necessary and receive feedback from members	YOT Manager	Ongoing
<b>C4.4 YJB risk to future delivery assessment comments</b>				

## **SECTION C5 – SAFEGUARDING**

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

Providing targeted and sustained early intervention programmes is part of the YOT's core business. Reducing the risk of those entering the criminal justice system whilst protecting communities and victims is paramount. Quality assessments and appropriate intervention plans are key to our safeguarding priorities. Our staff teams are trained in completing core assessments, including indicators of serious harm (both to young people and to others). Those identified as being at risk of a risk, including those deemed as dangerous offenders, are discussed routinely (with managers) at referral, planning, intervention and review stages. Appropriate levels of care are agreed and implementation and access monitored.

All staff teams are accountable and share a responsibility to promote our safeguarding priorities, through the use of the Common Assessment Framework (CAF), Children with Additional Needs (CWAN) procedures, and efficient information sharing processes. This is strengthened by the commitment of the LSCB to strengthen strategic oversight of our safeguarding procedures, through the implementation of a task group, who are currently completing a number of file audits. The group has oversight of the YOT's management of high risk cases and checks that safeguarding processes are consistent with guidance and legislation, reporting to the YOT Steering Group/Management Board and the Local Safeguarding Children's Board.

Following the findings of our recent inspection and JAR, the YOT's main focus, in recent months, has been in making sure that we have rigorous systems in place to make sure fundamental safeguarding issues are fully addressed and monitoring processes are in place to ensure the safety of our children and our communities.

Quality assurance of our work is provided through individual case management systems, with supervision of staff including both their professional development and close oversight of their work with children and families. Casework supervision is recorded separately, with actions and timescales identified. This process enables any cases with risk or vulnerability issues to be recorded appropriately and followed through by managers. There is also a routine auditing of files to ensure that, for example, safeguarding and diversity issues have been addressed. File audits are completed monthly, with both paper and electronic files being scrutinised. In addition, PSR, ASSET, Risk of Serious Harm (ROSH) and Vulnerability Management Plans are examined in relation to the quality of assessments, plans to minimise risk (to self and others), case recording, file construction, adherence to National Standards and any actions to be taken accordingly.

Regular staff training in ASSET completion and quality is offered, including at induction. This is tiered into three levels, depending on staff responsibilities and roles, and developed to include training with regard to identifying risky behaviours and vulnerability, with a particular focus on ROSH, Serious Incident reporting, Vulnerability Management and MAPPA (Multi-Agency Public Protection Arrangements).

Staff are required to bring all new cases to a weekly referral planning meeting, attended by appropriate resource providers and chaired by an Operational Manager. This is an opportunity to discuss, and agree, appropriate referrals and actions in relation to risk and vulnerability. All ASSETs, PSRs and casework are quality assured, either during these meetings, or on an individual basis where necessary. Risk Panels are also held weekly, where necessary. Again, chaired by an Operational Manager, staff discuss cases of concern for discussion and advice on managing risk. That risk is graded for all aspects of risk, offending, vulnerability and serious harm. Resources are then deployed accordingly and harm reduction monitored.

**C5.2 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>
Lack of management oversight of case management	Management restructure	Recruitment and retention	YOT Manager	December 2008
	Safeguarding issues addressed through risk led practice	Risk management procedures reviewed for compliance every 6 months	YOT Practice and Performance Manager	Ongoing
	Strict enforcement procedures in place at all stages	Routine monitoring of cases and swift return to court for breaches	YOT Practice and Performance Manager	Ongoing

**C5.3 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>
Closer liaison with Children's Services safeguarding team	YOT and CS Management Teams and staff	Processes to be agreed and included in Service Level Agreements	YOT Manager	November 2008
Regular delivery of safeguarding training	All staff	Training needs highlighted through EDRs and staff supervision. All staff to have an individual learning plan	YOT Operational Manager	Ongoing
Ensuring a professionally qualified staff team	YOT Management Board	Any known gaps to be highlighted and solutions sought	YOT Manager	Ongoing

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

## **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 YOT is fully active in offering responsive services in areas of need, securing better outcomes for children who offend and victims in the community. It contributes to the promotion of a culture of children being involved in decisions that affect them, encouraging them to make a positive contribution by offering relevant activities and venues. We listen to the community, strengthening and widening how people's views are listened to, and taken account of, in planning, development and commissioning of services, delivered to reduce offending locally.

We take every opportunity to engage with the public and support our criminal justice partners in communication events. We take part every year in a local emergency services open day, contributing to presentations in Court, the Police Station and the Fire and Rescue Station, for example. The YOT Manager is active in promoting the Council's strategy to inform North Lincolnshire residents about effective work with young people and the issues they face.

A Neighbourhood Network Event, planned to coincide with Local Democracy Week (in October this year), offers local agencies the opportunity to present their work to the public and invite questions, comments, etc; The YOT fully supports this annual event, welcoming the opportunity to showcase our work and consult with service users and interested parties. The event is also timed to take place just prior to our Great Youth Debate, ensuring that young people's views, and any issues affecting them directly, are not missed. By giving the community and our young people the opportunity to tell us what matters to them, we have been able to use these events to instigate change.

We continually strive to encourage young people to participate in planning services. North Lincolnshire has a policy that all plans and strategies will be shared with our young people and their comments considered. The YOT Voice and Influence worker has a key role to play in this, including seeking feedback on this plan and its proposals for service delivery. The same service is extended to parents and service users, with feedback being used to inform staff training needs and service delivery.

The YOT also relies on public surveys: the Adolescent Lifestyle Survey, Tell Us Survey and Communities Count, for example, to inform practice and policy. We contribute to a young person's information and advice page in our local Council magazine, delivered free to all homes in North Lincolnshire. Using as many vehicles of communication as possible, including publishing our good news stories in the local press, is all aimed at making sure the public have confidence in what we are able to deliver and how the YOT contributes to the wider criminal justice system.

Our Appropriate Adult, Reparation and Referral Order Panels, rely on local volunteers who are keen to improve services for young people and, subsequently for their community. Enabling this community support and cohesion is invaluable in our continued focus on engaging the public in our agenda, ensuring that they see the value of the work that we do and are able to contribute to the positive outcomes for young people.

Locality working and the delivery of targeted services to meet assessed need, as described throughout this plan, can only enhance community involvement. The YOT is actively engaged in a number of task groups and steering groups to meet that aim and is routinely invited to act in an advisory and practical role.

**C6.2 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>
Staff resource and capacity	Development of Integrated and Targeted Youth Support Services	Reduction in reports of anti-social behaviour, improved public perception	YOT Manager	Ongoing

**C6.3 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>
Integrated and targeted delivery		YOT contribution to staff development days	YOT Manager	Ongoing
Locality working arrangements	Shape services to meet local need in a pilot locality (Barton)	Fully implement and evaluate locality working pilot	YOT Manager	February 2009

**C6.4 YJB risk to future delivery assessment comments**

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## 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

Victim awareness work is a mandatory element of all our interventions and is agreed at referral planning stage. We have a dedicated Victim Liaison Officer who offers services to victims and provides a monthly breakdown of targets and outcomes, measured against agreed objectives and performance management structures. Victims are offered the opportunity to take part in restorative initiatives, such as reparation or mediation, and are kept informed of the progress of their case. Victims are offered information at all stages so that they can make informed choices about whether they want any involvement and, if so, to what extent. All victims are provided with details of procedures, should they wish to offer the service any feedback on our victim support work.

All services are enhanced by the support of the voluntary sector, with a number of trained volunteer mentors and community panel members, ensuring that restorative practice can be delivered. We also have a commissioned service (The Appropriate Adult Service), delivering an extensive range of supervised reparation activity, designed to meet the diverse needs of our communities.

The YOT takes a substantial role in the development of the use of restorative justice, training staff in Children's Homes, Foster Carers, Schools and Police in the deliver of such techniques and promoting alternative ways of dealing with conflict and difficult behaviour.

We have a victim policy, which is agreed with all relevant parties and management oversight of adherence to that policy through routine evaluation and monitoring.

The YOT's work with victims is currently being reviewed, to ensure that it is fit for purpose. A full evaluation of programme delivery, including compliance with the Victim's Charter and the Code of Practice, is ongoing. The YOT has engaged the support of Victim Support Services in evaluating our work with victims and, as a member of the YOT Management Board, is invited to provide feedback at a strategic level.

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

Risk	Action	Success Criteria	Owner	Deadline
Limitations of having one VLO responsible for co-ordination, delivery and planning of services	Have victim work assessed and evaluated by the Victim Support Service	Increased capacity, improved services and victim satisfaction	YOT Manager	November 2008

<b>C7.3 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>
Victim awareness of services	All Victims	Distribution of information through leaflets and posters	Operational Manager	December 2008
Routine communication to YOT staff in victim awareness and restorative practices	All Staff	Planning and delivery of staff training sessions	VLO and Victim Support Services	December 2008
<b>C7.4 YJB risk to future delivery assessment comments</b>				
<b>SECTION D – BUSINESS CHANGE AND INNOVATION</b>				
<b>D1 Describe the proposed business change or innovation – Criminal Justice: Simple, Speedy, Summary</b>				
<p>The YOT has been one of the forerunners in adopting the YJB’s Connectivity priorities. It has embedded the use of secure e-mail to report to the YJB Placement team and the Secure Estate, including the electronic transfer of PSRs and ASSET. The effective use of a secure link with the local Magistrate’s Court has ensured that we are able to promote the implementation of CJSSS.</p> <p>From April 2008, youth courts across England and Wales will be adopting, through 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:</p> <ul style="list-style-type: none"> <li>- Better proportionate preparation for first hearing in court</li> <li>- Ensuring that pleas are heard at first hearing and guilty pleas are dealt with on the day</li> <li>- Contested trials should proceed straight to trial within a reasonable timeframe</li> </ul> <p>Increased capacity and efficiency for the service has been enabled through the remote working project. A YJB grant has been used to purchase a number of lap-tops and data cards, which enable access to case management systems from Courts and other locations. This has saved staff time, enabling more time and resources to be devoted to direct work with children and families.</p>				

The YOT is currently involved in a research study, commissioned by the YJB. Working with the centre for Criminology at the University of Oxford, the study is looking generally at the operation and impact of specific programmes run by the YOT. We have welcomed this study, seeing it as an additional resource in auditing and maintaining standards. We see it as a further way to monitor our work and make best use of the management information available. We believe it will give us more consistent and accurate information about the extent and nature of all the work completed across the service, helping us to be more efficient and effective in our use of resources, and to achieve a more risk-based approach to our work – linking with our ASSET improvement plan and our remote working project.

The YOT is also involved in an implementation group for CJSSS, which was introduced locally last autumn. CJSSS builds on current good practice in North Lincolnshire and complements the Persistent Young Offenders (PYO) pledge (reducing the time from arrest to sentence) – which is routinely achieved in our Courts.

**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>
Identify and address gaps in integrated planning processes and strategies	Establish effective practice group, including YOT and Court staff, to monitor progress and implement change as necessary	Speedy Summary Justice	YOT Manager	November 2008
Police link to secure email not in place	Police to install	Installation and appropriate use	Humberside Police	January 2009

**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>
Staff confident in providing stand down reports where appropriate	YOT Staff	PSR training delivered to all staff	YOT Operational Manager	September 2008
Staff confidence in Court skills	YOT Staff	YJB Court Skills Training and shadowing experienced staff	YOT Operational Manager	October 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 related to the Youth Rehabilitation Order (YRO).

The Youth Rehabilitation Order, combining a number of existing sentences into one generic sentence, will offer the opportunity to provide a more individualised, risk and needs based service to young people. The YOT will implement a scaled approach delivery model, with tiered levels of intervention based on individual need. The current re-structuring of the Service is designed to support that activity and will be the opportunity to begin to work to a case management model. There will be extended activity requirements and more focus on restorative justice elements. There will be a number of practice and resource issues related to the roll out of this new Order, which the YOT cannot support alone. A working group has been established, with senior representation from Children's Services, Probation Services and Court Staff, who will work up an action plan for effective delivery.

Work targeted at those areas where youth crime and anti-social behaviour are highest, ensuring that all partners are committed to delivery and support with resources, making sure that our work is aligned to partners key priorities and service plans, all ensure that we are ready to implant change and find innovative ways to deliver our services. Project work is built on responses to the diverse needs of our children and our communities, maximising accessibility from those who are marginalised and most at risk. Our comprehensive Youth Crime Prevention Strategy, and associated Action Plan, meet the key objectives of our partners, provides and infrastructure for sustained delivery and contributes to the priorities of our PSAs in terms of diversionary activity. The YOT is well positioned to recognise and target those most at risk, offer effective and supportive interventions and co-ordinate resources from a menu of preventative, statutory and diversionary programmes, which can deliver quality services and positive outcomes.

The YOT will continue to address issues of risk and vulnerability through its weekly referral planning, case management and risk meetings. It will also continue to monitor national standards compliance monthly, ensuring that any gaps are highlighted and staff trained to deliver key priorities and best practice. Those who present lower risks must be offered services appropriate to their welfare needs alongside those who present more challenge in terms of offending behaviour. The YOT will continue to ensure that all needs are assessed and appropriate intervention plans put in place, monitored and delivered.

Partners and Courts must have faith in our programme delivery. We will endeavour to make sure that, through careful planning and partner's support, we will have a range of programmes to meet the requirements of the new Order and the Scaled approach to delivery. Mechanisms will be in place to highlight any potential gaps in service and prompt action will be taken to make sure that strategic partners are advised and needs met.

<b>D2 Identify risks to implementing the business change or innovation and plans to overcome the identified risks</b>				
<b>Risk</b>	<b>Action</b>	<b>Success Criteria</b>	<b>Owner</b>	<b>Deadline</b>
Making sure we focus on the right groups of young people	Maintain emphasis on appropriate referral pathways	Services delivered to those in need	YOT Manager	Ongoing
Collation and analysis of referrals and assessed needs to inform future delivery	Evaluation of cases brought to referral planning meetings	Meeting National Indicators and Standards	YOT Practice and Performance Manager	January 2009
Ensuring that resources are available for those at risk of offending and those who have significant needs	YOT Steering Group advised of any known gaps	Local commitment maintained	YOT Manager	Ongoing
<b>D3 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>
Locality working and participation of key stakeholders	Staff groups and managers	Maintain links with locality steering groups and neighbourhood action teams	YOT Manager	Ongoing
<b>D4 YJB risk to future delivery assessment comments</b>				
<b>SECTION D – BUSINESS CHANGE AND INNOVATION</b>				
<b>D1 Describe the proposed business change or innovation – Workforce Development</b>				
<p>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.</p> <p>Staff recruitment and retention is key to the delivery of quality services, which meet both national and local targets and the needs of the young people and communities. The service operates a retention and succession plan, aimed at reducing the workforce attrition rates. However, there have been a number of key vacancies over the last year, which because of HR issues, have remained vacant for some time. Compounded by a number of long-term staff sicknesses, there have been capacity issues for remaining staff. Staffing difficulties are reported regularly to the Management Board and partners are committed to supporting gaps where they can.</p>				

Following the findings of the recent inspection, a great deal of staff training has been offered in assessment, safeguarding, risk management, intervention planning and managing diversity. We have training planned in Court Skills and PSR writing.

Staff are encouraged to gain professional qualifications, with a number of staff achieving the YJB's Professional Certificate in Effective Practice (PCEP) each year. North Lincolnshire's Workforce and Development Strategy supports all employees to receive regular and relevant training.

The YOT makes full use of all local training provision and, where possible, shares training opportunities with partners. For example, in partnership with DELTA (Drug Education Liaison Treatment Agency) has developed and delivered a training programme to local staff, tailored to meet the needs of those delivering tier one work with children and young people and freeing up the dedicated drugs workers for more specialist interventions.

A process of job shadowing operates, enabling staff to keep up to date with all new developments and priorities and regular employee development reviews and staff supervision underpin training and development needs and opportunities to progress both professional development and service delivery.

<b>D2 Identify risks to implementing the business change or innovation and plans to overcome the identified risks</b>				
<b>Risk</b>	<b>Action</b>	<b>Success Criteria</b>	<b>Owner</b>	<b>Deadline</b>
Staff attrition due to insecurity of fixed term contracts	Staff retention and succession planning, including making contracts permanent where funding allows	Full Staff team able to deliver quality services which meet national and local targets and standards and best outcomes for children and young people	YOT Manager	January 2009
<b>D3 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>
Training - particularly PSR, ASSET, safeguarding diversity risk management . IYSS training - sharing skills and experience, job shadowing, keeping up to date with new developments and priorities, EDRs, Individual Learning Plans, professional development plans, reviewing leadership skills and competencies	All staff and managers	Continued development and reviewing of training plans and delivery	YT Practice and Performance Manager	December 2008
<b>D4 YJB risk to future delivery assessment comments</b>				

## SECTION E1 – WORKFORCE DEVELOPMENT

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

The YOT benefits from a staff team with a blend of skill and experience, with the ability to respond to a diverse range of need. Following recommendations made in the recent inspection report, the YOT has restructured its management team. The Assistant Head Teacher now manages an Education and Prevention Team, which includes practitioners who deliver on ETE priorities, Mentoring, Youth Work, PAYP, YIP, YISP and Sexual Health Work. The model is that of a Behaviour, Education and Support Team and is in response to the increasing focus on diversionary and preventative work both locally and nationally.

There is a training plan in place that will ensure workforce development needs are appropriately identified at each staff grade. This is linked to the North Lincolnshire Workforce Development Strategy and the YJB HR and Learning Strategy. There is an expectation that all staff will commit to training requirements and maintain individual learning plans. Training opportunities are routinely shared across the wider Integrated Youth Support Service, enabling shared resources and mixed experience and skill groups. The focus of all training is on continued improvement of service delivery, maintained standards and personal and professional development for individual staff.

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

Risk	Action	Success Criteria	Owner	Deadline
Insufficient funding to train existing staff to required levels, ensuring parity and priority	Develop a training budget for whole service	Fully trained and competent staff	YOT Manager	December 2008

### 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:**

Following the formal inspection of the YOT, the manager and team have worked hard to address the recommendations for improvement to ensure we have a first class service for young people and their families. The Steering Group have monitored the progress made very closely and have been very pleased at the progress made. There has been close scrutiny of the actions taken by the manager and her team and it is very positive to note that four fifths of the required responses have been completed in the first seven months. There is confidence that all recommendations will have been addressed in the required time period.

For the future, priorities have been clearly identified and robust plans are in place to ensure that the significant progress made since the inspection is maintained. There will be close monitoring of the work of the YOT in the future to give support and ensure that the service delivers a high quality service to the community.

Part of the way in which the service is responding to the new challenges is to change its status from the Youth Offending Team to the Youth Offending Service (YOS) with a re-launch in November 2008. This title better reflects the nature of the activity, which is about how workers from a range of services work together to provide a variety of support to young people and their families. A restructuring of the management and staff team provides the capacity to build on the progress already made. The continued development of an integrated youth support service will also help us achieve our aims with the YOS as a key part of our provision.

Through these developments and the continued commitment of the manager and her staff, the YOS is ready for the challenge of next year's developments including the Youth Crime Action Plan, Youth Rehabilitation Order and Scaled Approach. To support developments the manager has established working groups to plan delivery on the initiatives and the work is well supported by senior partners.

The service continues its commitment to the Every Child Matters agenda and the five outcomes and makes significant contributions to National Indicators and Public Service Agreements.

This plan identifies the way forward for the service and recognises where achievement might be hindered. It makes sensible and realistic recommendations to address possible barriers so that the good progress made during the past year can be maintained. With increased co-operation between children's services across the area and the continuous improvements in the services offered to all young people and their families, the YOS is in an excellent position to make a large and significant contribution to the work of Children's Services in North Lincolnshire.

David Lea, Service Director

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

E3 Review and sign-off					
<b>Name:</b>	Simon Driver	<b>Job Title</b>	Chief Executive of the Local Authority	<b>Date</b>	
<b>Name:</b>	Richard Stiff	<b>Job Title</b>	Executive Director, Children's Services	<b>Date</b>	
<b>Name:</b>	Alison Cooke	<b>Job Title</b>	North Lincolnshire PCT	<b>Date</b>	
<b>Name:</b>	Peter Simmonds	<b>Job Title</b>	Chief Superintendent, Humberside Police	<b>Date</b>	
<b>Name:</b>	Angela Montgomery	<b>Job Title</b>	National Probation Service, Humberside	<b>Date</b>	