

Agenda Item No:15  
Safer Stockton Partnership  
19 August 2008



# Youth Justice Planning Tool 2008/09 - England

## Stockton on Tees

**Date Completed**  
**07 August 2008**

## GLOSSARY

<b>APACS</b>	Assessment of Policing & Community	<b>NVQ</b>	National Vocational Qualification
<b>APIS</b>	Safety	<b>OB TJ</b>	Offences Brought To Justice
<b>ASSET</b>	Assessment, Planning, Intervention &	<b>ONSET</b>	Assessment tool
<b>BME</b>	Supervision	<b>OU</b>	The Open University
<b>Careworks</b>	Assessment Tool	<b>PACE</b>	Police and Criminal Evidence Act
<b>CAF</b>	Black & Minority Ethnic	<b>P&amp;D</b>	Prevent & Deter
<b>CAMHS</b>	Electronic Case Management System	<b>PAYP</b>	Positive Activities for Young People
<b>CESC</b>	provider	<b>PCEP</b>	Professional Certificate of Effective Practice
<b>CJSSS</b>	Common Assessment Framework	<b>PCT</b>	Primary Care Trust
<b>CPN</b>	Child and Adolescence Mental Health	<b>PDP</b>	Personal Development Plan
<b>CPS</b>	Service	<b>PENY</b>	Police Electronic Notification to YOTs
<b>CRB</b>	Children, Education and Social Care	<b>PYO</b>	Persistent Young Offender
<b>CYP</b>	Criminal Justice Simple Speedy	<b>PSR</b>	Pre-Sentence Report
<b>CYPSP</b>	Summary	<b>RAP</b>	Resettlement Aftercare Provision
<b>DAAT</b>	Community Psychiatric Nurse	<b>RJ</b>	Restorative Justice
<b>DTO</b>	Crown Prosecution Service	<b>ROSH</b>	Risk of Serious Harm
<b>ECM</b>	Criminal Records Bureau	<b>SIWIS</b>	Stockton Integrated Working & Information
<b>EI</b>	Children and Young People	<b>SRE</b>	Sharing
<b>EPQA</b>	Children and Young People Strategic	<b>STASH</b>	Sexual & Relationship Education
<b>ESF</b>	Partnership	<b>VCS</b>	Stockton Together Against Substance Harm
<b>ETE</b>	Drug and Alcohol Team	<b>YJB</b>	Voluntary & Community Sector
<b>EYE</b>	Detention and Training Order	<b>YISP</b>	Youth Justice Board
<b>FTE</b>	Every Child Matters	<b>YOS/YOT</b>	Youth Inclusion Support Panel
<b>G4S</b>	Early Interventions	<b>YRO</b>	Youth Offending Service / Team
<b>ICT</b>	Effective Practice Quality Assurance		Youth Rehabilitation Order
<b>ISA</b>	European Social Funding		
<b>ISSP</b>	Education, Training and Employment		
<b>IYSS</b>	Electronic Yellow Envelope		
<b>LAA</b>	First Time Entrant		
<b>LAC</b>	Secure escort contractor		
<b>LCJB</b>	Information Computer Technology		
<b>LSCB</b>	Integrated Service Area		
<b>MAPPA</b>	Intensive Supervision and Surveillance		
<b>NEET</b>	Project		
	Integrated Youth Support Service		
	Local Area Agreement		
	Looked After Child / Children		

Local Criminal Justice Board  
Local Safeguarding Children's Board  
Multi-Agency Public Protection  
Arrangements  
Not in Education, Employment or  
Training

## 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 reoffending
- 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)?

Stockton-on-Tees is a relatively safe place to live where levels of crime and anti-social behaviour are below the England & Wales average. Nevertheless crime, including youth offending, is a feature of Stockton-on-Tees, as it is elsewhere. It is therefore important to have a range of services to divert children and young people away from crime and anti-social behaviour. To that end, the YOS partnership offers the following services:

- Prevention - to identify and work with children and young people at risk of offending and/or anti-social behaviour
- Early intervention - providing short term interventions to those at the 'early stages' of offending and at risk of committing more crimes
- Community sentences - supervision of children and young people subject to community based court orders
- Custodial supervision - supervision of children and young people released from custody
- Support, advice and guidance to parents / carers
- Restorative support to victims.

2007/08 has been an exciting and challenging year for Stockton-on-Tees YOS. We completed a Joint Inspection led by HMI Probation and are establishing the future development of YOS prevention and intervention services within new arrangements for integrated support for children and young people.

Stockton-on-Tees YOS was inspected in October 2007 (report published April 2008). We have taken learning from both the experience and outcome of inspection and have prepared an Improvement Plan, details of which are embedded in this Plan. Inspectors judged several areas of work to be 'Good': work in the courts; work with children and young people at risk of offending; and our work with parents / carers. Other areas of work were considered to be adequate.

We are pleased that inspectors recognised the many areas of strength in the YOS including 'energetic, innovative and committed team of staff'; 'a strong and supportive Management Board'; and 'a diverse range of developed networks of support and commissioning arrangements'. The main areas identified for improvement were inconsistencies in case management and performance management, more joining up of services and a need to review how some services are delivered. Following inspection, an Improvement Action Plan was produced and there is a strong focus upon the improvement agenda within the service.

The prevention of youth crime is high on Stockton-on-Tees' corporate agenda and diverting young people from offending is one of five key priorities for the Safer Stockton Partnership in the Community Safety Plan, identified by local residents. The YOS is located within the Children, Education and Social Care service group and has formed strong networks with agencies within the criminal justice, community safety and children's and young people's services in order to achieve its statutory principal aim of preventing children and young people offending. The YOS Manager sits on the Safer Stockton Partnership and the council's Head of Community Protection chairs the YOS Management Board; and has done so since the YOS's inception.

The YOS engages with a complex web of targets and priorities and strives to achieve a balance between a number of, sometimes conflicting, national agendas: meeting the needs of the community and meeting the needs of individual children and young people; managing the risks of further offending; and safeguarding children and young people.

Reflecting a national drive for integrating services and targeted youth support, the YOS has recently moved into a newly created borough wide Integrated Youth Support Service, alongside targeted elements of connections and youth work activity. Delivery of preventative services has moved into locality based Integrated Service Areas to achieve closer alignment with other early preventative services.

Service priorities for 2008/09:

- Maintain strong performance against *National Standards for Youth Justice*
- Identify ways of managing competing YJB targets on reducing 'first-time entrants' and Police / LCJB targets to increase 'Offences Brought to Justice' and 'sanction detentions'
- Work towards reducing re-offending of young people with whom the YOS works, including Prolific and other Priority Offenders

- Maintain a momentum for change and fully implement the post inspection Improvement Action Plan
- Integrate prevention services within the four locality based Integrated Service Areas
- Embed the YOS within new targeted youth support structures
- Preparation for the introduction of *Youth Justice: A Scaled Approach*
- Integrate the new *Youth Crime Action Plan* into service development and delivery, and support the consultation exercise

## 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:

The YOS has an annual partnership budget of £1.4 million. All partners have maintained their financial contributions to the YOS this year with inflation uplifts and the Borough Council remains the major funding partner via Children, Education and Social Care (CESC) services. A significant proportion of funding is received from the Youth Justice Board, much of which is reliant upon specific practice and standards being achieved. Delivery of a relatively large ESF project has recently concluded.

#### Staff:

Using 1<sup>st</sup> April 2008 as a snapshot, the borough wide YOS supports 81 staff, 38 of whom are employed on a substantive basis. We have access to an active group of 28 community volunteers who support the Youth Offender Panels and 14 sessionals who support interventions during evenings and weekends. 2 members of staff from Middlesbrough Council are placed in the YOS via ISSP consortium arrangements and 1 worker from a partnership project with the Corner House, a local VCS project. We commission a range of services to court, victims, parenting / carer and accommodation support from partner agencies.

Less than half the substantive posts within the YOS are permanent, the majority are funded by specific project grants. The short term nature of funding can hinder longer term planning and service development. There has been some staff movement / turnover within case management and at the time of writing, we have appointed 3 new case managers, consisting of 1 permanent and 2 fixed term posts. Of the latter, one is a newly created short term post to respond to the increase in demand for YOS services. We are currently awaiting confirmation of start dates and are using temporary agency staff in the meantime.

The YOS inspection gave mixed feedback on YOS staffing; the enthusiasm and commitment of staff and strong performance by staff in several areas of work, including the Youth Offender Panel, was highlighted. However, concern was raised regarding some aspects of case management delivery within the YOS. The configuration of resources to support case management was one of the inspection's key recommendations. There are also other capacity issues / resource pressures within the YOS due to a 60% increase in demand for YOS interventions in the last 2 years (detailed in B2 below) and the YOS is exploring how this can be managed.

#### Programmes:

Stockton-on-Tees YOS interventions are individually tailored to address identified needs and risk factors, whilst strengthening protective factors. A range of programmes are delivered, directly from the YOS or through external commissioning arrangements.

**Preventions Services:** Preventions services deliver services to the most vulnerable and challenging young people identified as being at risk of offending, anti-social behaviour or truancy and exclusion. A case worker model has been developed to provide targeted interventions at those young people referred through the YISP; work is complemented by a range of targeted activity programmes delivered through Positive Activities for Young People and other early preventative work in local areas. This will be developed further as preventative services become embedded within local integrated service delivery.

**Final Warnings:** All young people receiving a final warning from Police are assessed using the Asset assessment tool. Delivery of final warnings by Police and the YOS was identified during inspection as being an area for improvement and programmes are being revised to ensure that interventions are much more focused upon those young people identified as being likely to commit further offences.

**Restorative Justice:** Following inspection, the service is revising its approach to restorative justice to ensure that this is embedded within all aspects of YOS intervention. To complement work by case managers, the following programmes are available:

- Reparative activities - delivered in a range of settings, direct to victims or indirectly in the form of activity which benefits the wider community. Wherever possible, this is delivered on a one to one basis, supervised by sessional workers acting as mentors.
- Victim support and Victim Offender Mediation - delivered through an external commissioning arrangement with The Children's Society Youth Justice North East project. Services include mediation, reparation, youth offender panels, victim impact / awareness work and feedback to victims.

**Resettlement and Aftercare provision (RAP):** an initiative funded by the YJB to engage young people with substance misuse problems in custody and in the community and provide high levels of support.

**Intensive Supervision and Surveillance project (ISSP):** delivered through a consortium arrangement with other services in the Tees Valley, this programme is the most rigorous, non-custodial intervention available for the most persistent and serious offenders.

**Parenting programmes and support:** delivered to parents / carers of all young people with whom the service has contact. The majority of support delivered is on a voluntary basis; however, court order programmes are also delivered. The YOS employs a parenting worker to support those receiving preventative services and externally

commissions Partners in Parenting of Middlesbrough Borough Council to deliver other parenting services.

Youth Offender Panels: engaging local members of the community in shaping YOS interventions for those young people on Referral Orders. This is an area of significant strength for the YOS, highlighted during inspection. Stockton-on-Tees's Youth Panel volunteers recently won a Criminal Justice Award in recognition of their valuable contribution to the service.

Accommodation Support: delivering support to those aged 16 and above at risk of becoming homeless, provided through DISC, an externally commissioned third sector provider

Additionally, there are a range of individually tailored packages of support and supervision delivered by case managers and other workers deployed within the service delivering a range of more specialised support including our ETE Senior Personal Adviser; CAMHS Mental Health Practitioner and Substance Misuse Workers. Nonetheless, this is an area we wish to develop further; reviewing intervention programmes to determine if they are 'fit for purpose' is a key action as part of our improvement agenda.

#### **ICT:**

The YOS continues to be committed to the use of ICT as an enabler in the delivery of services. All staff have their own PCs with access to the electronic case management database and with access to the internet. Training continues to be offered to staff to improve their ability to utilise IT systems. The YOS Police Officer has direct access to the Police National Computer via a terminal in the YOS building.

The YOS inspection highlighted 'significant difficulties' in the capacity of some staff to operate Careworks, which impaired accurate and essential recording. Late 2007, we commissioned an audit from our database provider, Careworks, to help improve our use of the database. This helped inform a subsequent improvement action plan, which is being implemented. Progress is regularly monitored by a monthly Careworks Working Group, attended by the YOS, corporate and children's ICT and Management Information Services and chaired by the YOS Manager.

The YOS has recently upgraded to the Version 3 of Careworks YOTWEB, an electronic case management and management information database. This has enabled the YOS to go live with the Connectivity element of the Wiring Up Youth Justice project, enabling speedier electronic transfers of custody placement booking information to the Youth Justice Board. In the longer term, Connectivity will also join up to other parts of the wider criminal justice system, including the roll out of Police Electronic Notification to YOTs (PENY) during 08/09. The YOS is now able to receive notifications from British Transport Police via a North East pilot project.

Data protection is enforced under Council policy. Computer access is secured via a password system, which changes



four-weekly and all staff must read and sign a Stockton-on-Tees Borough Council Information Protocol and Statement of Compliance before being able to access confidential information. Additionally, all staff are subject to enhanced check with Criminal Records Bureau (CRB).

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

A recent Joint Inspection led by HMI Probation commented that the YOS "... presented as a comparatively well resourced service overall." Nevertheless, workload analysis highlights a need to increase the number of case manager practitioners within the service. In the last two years, there has been a 60% increase in the workload of the service due to increases in the numbers of young people receiving police Final Warnings and community sentences from Court (310 in 05/06; 494 in 07/08). Final Warnings have risen by 50% (from 123 in 05/06 to 185 in 07/08) and court orders requiring YOS interventions has increased by 65% (187 in 05/06; 309 in 07/08). The first quarter of 08/09 highlights that the demand on services is continuing to increase; at the current rate, a further 9% increase from last year is projected for 08/09. These increases don't appear to reflect any significant increase in youth crime per se; they appear to reflect changes in how children and young people who offend are managed by the criminal youth justice system. This increase is reflected in consistently high workloads for some staff within the service.

Increased pressure on case management functions within the YOS is not sustainable in the medium term and is placing activity intended to improve quality standards and outcomes for young people at risk of not being achieved. This position will be further exacerbated when funding for 2 practitioner posts to support Prevent & Deter activity ceases at the end of 08/09. Since grant funding from the Youth Justice Board is largely 'ring-fenced' to specific areas of activity, it does mean that there often isn't the flexibility to deploy resources in a way that best meets local need. At the present time, the YOS is reviewing its commissioning arrangements with partner agencies in order to identify and redeploy resources towards strengthening case management.

<b>Identify plans to overcome the risks to future use of resources and value for money</b>				
<b>Risk</b>	<b>Action</b>	<b>Success Criteria</b>	<b>Owner</b>	<b>Deadline</b>
Appropriate resources applied to the case management function	Review YJB funding streams and other resources within the YOS to enhance case management	Resources identified and redeployed	YOS Manager	March 2009
	Risk Analysis, including budgetary considerations by YOS Management Board	Use of analysis to inform service development	YOS Management Board	October 2008
	Try to persuade partner agencies to reverse changes in management of CYP [i.e. fewer FTEs!]	Reduction in FTEs	YOS Management Board	March 2009
<b>B3 YJB risk to future delivery assessment comments</b>				

<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	34,163	38,146	12,273	84,582
Probation	0	44,248	10,231	54,479
Health	26,707	35,345	12,273	77,093
Local Authority	259,523	182,970	87,954	530,447
YJB	0	0	567,118	567,118
Other	0	0	95,556	95,556
<b>Total</b>	<b>323,161</b>	<b>300,709</b>	<b>785,405</b>	<b>1,409,275</b>

Core Activity	Total Budget (£)
Preventive services	662,891
PACE	14,003
Pre-Court	79,256
Remand	56,011
Court	13,163
Community	408,075
Custody	127,426
Miscellaneous	0
Other	48,450

<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>	
10,231				44,248	54,479

**B7 Staff in the youth offending team (by headcount) – As on 1<sup>st</sup> April 2008**

	Strategic Manager		Operations Manager		Practitioner		Administration		Sessional	Student	Volunteer	Total
	PT	FT	PT	FT	PT	FT	PT	FT				
Permanent		1		3		2		3				9
Fixed Term					4	9	2	2				17
Outsourced												
Temporary									14	1	28	43
Vacant							1					1
Children						2						2
Police						1						1
Health						1						1
Education						1						1
Connexions					1	1						2
Other						4						4
<b>TOTAL</b>		1		3	5	21	3	5	14	1	28	81

**B8 Staff in the youth offending team by gender and ethnicity based on census 2001 categories – As on 1<sup>st</sup> April 2008**

	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
<b>White British</b>			1	2	8	18		7	8	5		1	11	15	28	48
<b>White Irish</b>																
<b>Other white</b>																
<b>White and Black Caribbean</b>		1														1
<b>White and Black African</b>																
<b>White and Asian</b>																
<b>Other Mixed</b>																
<b>Indian</b>																
<b>Pakistani</b>																
<b>Bangladeshi</b>																
<b>Other Asian</b>													1		1	
<b>Caribbean</b>																
<b>African</b>																
<b>Other Black</b>										1				1		2
<b>Chinese</b>																
<b>Other ethnic group</b>																
<b>Not given</b>																
<b>Total</b>		1	1	2	8	18		7	8	6		1	12	16	29	51
<b>Welsh Speakers</b>																

## 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**

The prevention of crime and disorder by young people is high on the corporate agenda and is a key objective within the Children and Young People's Plan, the Community Safety Plan and the Council Plan. We have developed effective preventions work in the delivery of support and interventions to children and young people at risk of anti-social / criminal behaviour; this area of work received a 'Good' grading from the recent YOS inspection. Whilst there is no evidence to suggest that the rate of crime in Stockton-on-Tees is increasing, the numbers of young people entering the criminal justice system for the first time is: 404 in 06/07; 453 in 07/08. This suggests that the increases are due to changes in the way that agencies are responding to youth crime. We are monitoring trends.

The First Time Entrants (FTE) target within the LAA is yet to be confirmed. We are keen to reduce the rate of FTE and recognise that having a full understanding of the pattern of FTEs and correlation with other factors, is essential to securing improvement. The need to undertake such an analysis was one of the key recommendations from the recent YOS inspection.

Analysis of first time entrant's data in YOS monthly performance clinics, and with the YOS Management Board, the Children's Trust Board and Safer Stockton Partnership, has identified that the Offences Brought To Justice (OBTJ) initiative for the Police Force is having a significant adverse impact on performance by bringing more children and young people into the criminal justice system. This has led to further recent analysis, involving YOS and Police, of reprimands delivered in 07/08 which suggests that almost a third (31%, actual number 136) of reprimands could have been dealt with by way of restorative alternatives, when the nature of offending and willingness of the victim to be contacted are considered. The YOS partnership is exploring restorative and diversionary approaches and ways of managing the conflicting targets of reducing first time entrants and OBTJ, as well as considering the impact of the new Assessments of Policing and Community Safety (APACS) performance framework, launched in April 2008.

As stated above, preventions work in Stockton-on-Tees is considered to be effective; the development of the YISP was identified by inspectors as a particular strength. In this last year, a case work approach has been adopted enabling individual packages of support to be delivered to targeted children and young people and improve quality standards. There is evidence of positive results for the Preventions Unit from activity in 07/08 – the unit received 163 referrals over the period with the team supporting 136 young people using a casework approach; and the PAYP project has exceeded its target for work supporting delivery of the Connexions Local Delivery Plan – 1,975 activity places were provided for children and young people in the borough through in-house and commissioned services (the target was 1,000) and 84 activity programmes have been delivered (the target was 50).

Current performance of the preventions work is supported by a number of innovative projects; recent examples are a football initiative in partnership with Police Community Support Officers delivering 965 activity places, which due to its success has evolved into the 'Kick Tees Valley' programme; diversionary activity around Halloween and bonfire night jointly with police, anti-social behaviour unit and the fire service; and a new project involving children and young people and voluntary /statutory groups to raise



awareness of the issue of weapon/gang culture, with a launch event planned for July 2008 to explore potential programmes to divert young people away from this culture. Over 300 young people have already been engaged in a consultation exercise to obtain their views about this.

Close work and liaison with partners is also contributing to current performance in this area, for example:

- Regular briefings to local agencies and services on the role and remit of Preventions work, emphasising triggers for early identification.
- Strong links with the Anti Social Behaviour Team and the Police, especially Neighbourhood Policing Teams. There has been a recent initiative to raise awareness of preventative services to neighbourhood policing teams and promote early diversion for those children and young people 'at risk'

Further development of early intervention and prevention is key to minimising the risks of young people entering the youth justice system. In Stockton-on-Tees, the roll-out of integrated services (including the Integrated Youth Support Service) with the establishment of Integrated Service Area (ISA) teams, is now taking place; a key rationale for this major change initiative is to improve preventative work by enabling more locally responsive and flexible services, including early identification and family interventions. Delivery of preventative work is being aligned with the targeted teams in the locally based ISAs and will be managed by Youth Support Team (YST) Managers, with support and monitoring by the borough wide Integrated Youth Support Service, into which the YOS has moved.

A 'triple track' approach to preventing and addressing youth crime and disorder is outlined in the recently published *Youth Crime Action Plan* and the YOS partnership will incorporate planning for this into local service developments. The Plan announces that government is committed to achieving a 20% reduction in FTE by 2020; as things currently stand, this will represent a considerable challenge to the YOS partnership. Demographic projections suggest that the U15 population in the borough will remain fairly stable to 2029.

Analysis of data has shown that consistently young people from BME communities in Stockton-on-Tees are under-proportionally represented within FTEs and are not presenting as an issue which requires addressing specifically. Nonetheless, there is ongoing monitoring of diversity, reported through regular performance clinics and the YOS Management Board, which would quickly identify any disproportionality in outcomes.

### **C1.2 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>
Conflicting pressure of OBTJ and reducing FTE's.	Reducing FTEs is to be a local LAA indicator, to add support for the 'duty to cooperate' between partners in addressing the priority issue.	Reduction in FTE's.	SBC	March 2009
	Best practice identified in YOS	Alternative practices agreed	YOS	September 2008

Aligning preventions delivery in local Integrated Service Areas	partnerships where the issue is being managed a different way.	to develop a mutually beneficial way of addressing targets.		March 2009
	Partnership working through the YOS Management Board and Safer Stockton Partnership, ensuring a full understanding of FTE's and monthly FTE clinic to monitor targets (ongoing analysis and interrogation of data provided by the Preventions Team).	Use of analysis findings to inform service development and delivery.	YOS Management Board	
	Development and delivery of YOS action plan re FTE's will address all of the above.	Planned actions executed and achieved.	YOS Manager/Youth Support Team Manager.	March 2009
	Development of ISA's/IYSS including locality based multi agency panels (modelled on the YOS YISP).	Panels operational and early identification of those 'at risk' of offending and anti social behaviour.	Children's Trust.	March 2009.
	Support and monitoring will be provided by borough wide IYSS	Regular liaison between ISA and IYSS	YOS Manager	

### C1.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Understanding of youth justice targets / issues within the ISA areas	ISA staff	Disseminate information via strategic and operational planning meetings	Children's Trust	March 2009

**C1.4 YJB risk to future delivery assessment comments**

## 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* disproportionality including children and young people from Black Minority Ethnic (BME) backgrounds**

Reducing offending is the primary objective for Stockton-on-Tees YOS; all our interventions are designed to prevent offending behaviour by young people. Analysis of our recidivism data indicates that re-offending rates have fluctuated over the years: 36.25% Of 2002 cohort; 39.9% of 2003 cohort; 33.55% of 2004 cohort; 36.32% of 2005 cohort; and 43.85% in 2006. This latest increase is concerning and will be closely monitored. New YJB arrangements for measuring and reporting of recidivism data will facilitate this process allowing for greater tracking by the YOS Management Board and monthly performance clinics, once the new monitoring software is available.

The total crime rate for Stockton-on-Tees remains the lowest of the five unitary authorities in the Tees Valley <sup>1</sup> and Youth Justice Board figures on the number of youth crime / 1000 10-17 population place the borough as the second lowest in the region (consecutively since 2005/06). However, the relatively low crime rates mean that the more serious offenders, who are more likely to re-offend and therefore more likely to receive community supervision orders, are a larger percentage of the cohort.

Late 2006, the North East regional YJB team published "*Out of Crime*"<sup>2</sup>, this research highlighting 6 factors associated with re-offending: accommodation; education, training and employment; substance misuse; health; families; and finance and debt. The research highlighted the critical contribution of effective case management functions.

The regional YJB team are looking to replicate research carried out in the South West of England which suggested a causal link between levels of deprivation and offending and highlighted the significance of the quality of relationships between the young person and their worker. The YOS will take learning from these and other research.

Inspection has also provided key points of learning for the service. We acknowledge that in line with YOS inspection findings, inconsistencies in case management and performance management present some risk to future improvement. As a result, there is much activity underway to improve the way the YOS both assesses and delivers interventions to children and young people, and evaluates outcomes, as detailed in the inspection action plan.

Improvement activity is already beginning to have a positive impact. A regional YJB initiative to increase standards in the quality of assessments has seen marked improvements in Stockton-on-Tees. Through a peer auditing QA process, in May

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<sup>1</sup> Community Safety Plan April 2008 – March 2011, Stockton-on-Tees on Tees, Page 5

<sup>2</sup> 'Out of Crime: Reducing re-Offending among Young People in the North East', YJB, November 2006  
Youth Justice Planning Tool 2008/09 - England

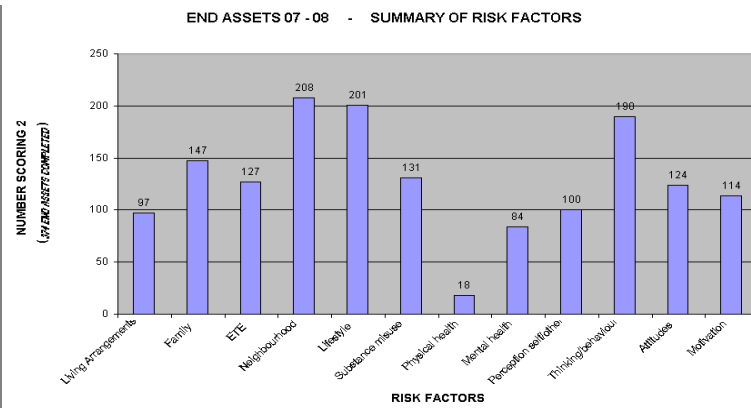
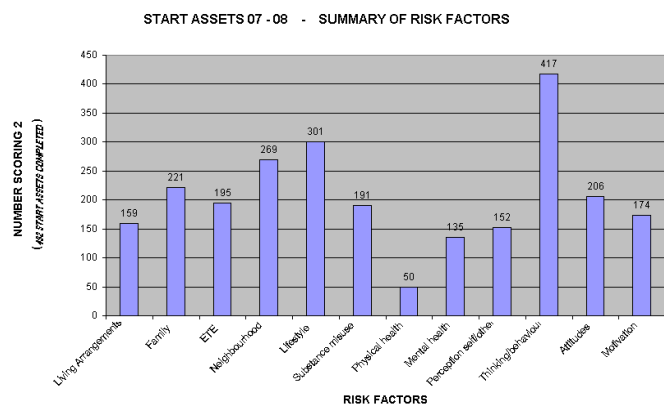
2007, 50% of assets audited were satisfactory, in March 2008; this has increased to 79.2%. None of the assessments undertaken by the YOS were considered to be 'unacceptable' in the latest audit.

Other activities to address continuous improvement are:

- further detailed analysis of the nature and pattern of recidivism in the area; the establishment of regular tracking and analysis of reoffending cohort;
- reviewing current exit strategies for those children and young people still 'at risk' who are coming to an end of their statutory involvement;
- the further development of imaginative interventions delivered by case managers and during Intensive Supervision and Surveillance programmes (ISSP), Resettlement and After Care Provision (RAP) and group work
- improved user engagement and consultation, which seeks to engage the views of young people to identify 'what works' for them and help shape service delivery
- reviewing quality assurance processes to support performance management

Feedback from young people we engage, via a recent questionnaire in June 2008, highlights the following themes that they reported would encourage them away from crime and anti-social behaviour: positive accessible activities in and around their local community; employment opportunities; mentors; and support with alcohol use. This information will be used to inform service developments within the YOS and broader integrated working arrangements.

Locating the YOS within integrated youth support services will assist in improving joint work to address those factors known to be linked with offending and re-offending behaviour. The tables below summarise the risk factors associated with likelihood of reoffending for all young people at the beginning and end of their involvement, in 2007/08. Whilst it demonstrates a positive impact upon risk factors from YOS interventions, this can be developed further.



Locally, Integrated Youth Support Services are leading on a new ESF project to improve employability of young vulnerable people and leading on other initiatives to attract additional funds into the borough, specifically targeted at young people experiencing disadvantage.

The development of Integrated Service Areas will also support improvement by supporting exit strategies for those young people, at the end of their statutory contact, who require ongoing support, and delivery of the youth offer to young people and integrated information, advice and guidance.

In addition, it is anticipated that the introduction during 08/09 of the new national arrangements for *Youth Justice: The Scaled Approach* will be of significant support work towards improving outcomes in reoffending rates through:

- the development of a tiered approach to interventions based on risk (primarily of re-offending) and that supports the introduction of a new sentencing framework in the new Criminal Justice and Immigration Act 2008. The level and intensity of intervention is matched to the assessment of the risk of reoffending;
- ensuring a coherent relationship between National Standards (which are being revised), key Elements of Effective Practice and the new case management guidance;
- improvements to case management as an end to end process, including practice in assessments, writing of pre sentence reports for courts, intervention planning and ongoing monitoring and evaluation

Locally, this new initiative presents a positive opportunity to consolidate recent improvements and further develop services to young people who offend, which focus upon meeting criminogenic needs or risk factors associated with offending.

Reducing offending and reoffending by looked after children is also a priority and has received a renewed focus over recent months. Regular performance clinics are chaired by the Assistant Director/Head of Service for Children and Young People's Operational Services and attended by senior managers from social care and Integrated Youth Support Services, including the YOS Manager. Restorative justice approaches have been embedded within local children's homes and a local protocol between the Police and Social Care has been revised by the LAC Service Manager, YOS Manager and the Police Neighbourhood Inspector.

A 'triple track' approach to preventing and addressing youth crime and disorder is outlined in the recently published *Youth Crime Action Plan* and the YOS partnership will consider and incorporate planning for this into local service developments.

Analysis of data shows that consistently young people from BME communities in Stockton-on-Tees are under- proportionally represented within the recidivism cohort and are not presenting as an issue which requires addressing specifically. However, diversity is something we will continue to monitor regularly.

**C2.2 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>
Consistency in the quality of case management and operational performance management	Implementation of post inspection Improvement Action Plan	Consistencies in practice achieved and evidenced via a range of auditing mechanisms, including supervision	YOS	March 2009
Increased demand for services placing pressures on case management capacity	Review deployment of resources to support case management  Risk Analysis paper to YOS Management Board			

**C2.3 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>
Assessment, Analysis and Planning skills and Child Development for practitioners	YOS practitioners	YJB and locally commissioned training	YOS	March 2009
Delivery of intervention programmes	YOS Practitioner	Inclusion in workforce development plan		
Performance Management	Managers	Outcomes of audit exercise to inform training		

**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**

Stockton-on-Tees has relatively low numbers of young people remanded and sentenced to custody: 7% and 2.3% respectively in 07/08. When custody is used, it generally reflects the seriousness of the allegation / offence committed.

We have externally commissioned with a neighbouring YOS for a combined Court team based at Teesside Magistrates Court. Staff working in this team are experienced in representing the YOS in court and have formed positive working relationships with other key partners within court. For those young people with more serious charges / offences, a protocol has been developed with the Probation Service in the Crown Court.

All intervention practitioners in the YOS are PACE trained and able to carry out appropriate adult duties in the Police Station, this often being the first point in which the risk of custody is raised. For those young people interviewed 'out of hours', trained staff from the council's Emergency Duty Team are available. For those young people at risk of being remanded into the secure estate, the Court team are able to assess suitability for bail support packages or arrange for ISSP Bail to be considered.

ISSP in Stockton-on-Tees is delivered to a high standard at both the remand and sentencing stages and although breach is strictly applied, there is a commitment to keep working with the young person for as long as it's appropriate. ISSP has achieved much credibility with the court.

When custodial remands and sentences are made, these are explored at a Joint Custody Panel, attended by the Court team Manager, Senior Practitioner, Bail / Remand Worker, ISSP Coordinator and Operational Managers from both Stockton-on-Tees and South Tees YOTs. Each case is explored and any learning fed back to staff. As above, the general picture shows that the use of custody is as a result of offence seriousness, persistence or refusal by the young person to engage in a community option. Stockton-on-Tees YOS has a monthly performance meeting which also considers those young people in custody. This again ensures that the case management decisions are sound and that the reasons for the custodial episode are understood.

Recent inspections of both YOTs have identified a need to improve the quality of some Pre-Sentence reports, and joint improvement planning and activity has now begun following feedback from the South Tees inspections report, published in July 2008. Improvements will largely be achieved via auditing, training and reviewing quality assurance processes over the next few months. Although the congruence rate for proposal and sentencing outcome was low in the inspection sample, it was acknowledged in the Inspection Report that this is not generally the case. We will continue to obtain feedback from sentencers regarding the quality and content of reports.

There is a Youth Court User group meeting quarterly and attended by a YOS Operational Manager, the Court Team and ISSP Coordinator, as well as CPS, Clerks, District Judge, defence solicitors, magistrates, G4S and Police. This provides a conduit for any issues to be discussed with other court users and for improvements in practice to be promoted.

Analysis of data shows that young people from BME communities are under-represented within the custody cohort and is not presenting as an issue which requires specific action. However, diversity is something we continue to monitor on a regular basis.

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

Risk	Action	Success Criteria	Owner	Deadline
Effective planning and collaborative work with South Tees YOS, and monitor improvements	Joint planning meetings	Joint action plan	YOS & South Tees YOS	March 2009
Consistency in the quality of reports	Monitor improvement activity within existing quarterly planning and review meetings			
	Training and revisions to quality assurance processes	Improvements in quality, evidenced through internal and external quality assurance processes	YOS	
	Obtain feedback from partners working in court	Regular feedback obtained		Ongoing

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

Skills to Develop	Target Group	Action	Owner	Deadline
Court skills and Pre-sentence report writing.	YOS Caseload Managers	Training via YJB and other commissioned training.	YOS	March 2009

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

## 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 majority of young people the YOS engages do not present significant risk to the public, to YOS and other staff, or to themselves. Nonetheless, the management of risk of serious harm, as defined by the Youth Justice Board, is a high priority in Stockton-on-Tees and we have recently revised our procedures to ensure that we can respond appropriately to those few young people who do.

The service is working hard to create a culture of consistent risk management practice amongst staff. The YOS Inspection noted that there was a continuous focus on safeguarding and risk of harm in the service's work with young people who offend.

All assessment documents, including Risk of Serious Harm (ROSH) and Risk Management documents are quality assured with Pre-Sentence Reports and Initial Panel Reports. This is proving effective and the regional Asset quality assurance review (detailed in section C2) demonstrated good improvements in the quality of our assessments. Weekly checks at the YOS Management Team meetings confirm that assessments have been carried out on all new orders and that where significant risk is identified; a risk management plan has been prepared. Quality assurance processes have identified the need to improve the quality of some of ROSH assessments and this has been the subject of renewed improvement activity. We have also implemented a system for the maintenance of a Risk Register within the service in hard copy. Where any young person poses a risk of serious harm, this is clearly flagged on the Careworks database and details of the risk clearly recorded. We will also highlight risk of serious harm, where appropriate, on the employee protection register.

There are a small number of young people on the YOS register (7 at the time of writing, 4 of whom are subject to multi-agency arrangements through MAPPA), who are discussed at the fortnightly Case Management meetings attended by practitioners. This allows for meaningful discussion regarding risk and how risk can best be managed in order to protect the public. Timescales are built in for review, as part of the risk management procedures and regular reassessments of risk are monitored, through the case management meetings as well as via individual staff supervision sessions, providing individual support and guidance by an operational manager.

As well as prompt access to CAMHS services, the YOS has developed strong links with local forensic services to obtain prompt assessments and intervention for high risk offenders.

Where the risk is assessed as being so high that a multi-agency approach is required, then there are clear pathways to the MAPPA processes; the following categories of offender fall within the eligibility criteria: registered sex offenders; violent and other sex offenders (who have served at least 12 months in custody); and other offenders who may present a risk of serious

harm to the public. All practitioners and operations managers have attended MAPPA level 1 training earlier this year and will attend Level 2 shortly. We have a partnership agreement with the local Probation service which clearly details processes to assist with the protection of victims should risk be assessed from high risk offenders.

Pre-Sentence Reports on new cases are prepared by the combined Court Team and on current cases by case managers within the YOS. All reports are quality assured along with the Asset assessment prior to presentation at court, with considerable focus on assessment of risk to the community and proposing court disposals which will be effective in protecting the public in the short and longer term. Whilst we do strive to propose community sentences for most young people, we recognise that there are times when custody is inevitable for the protection of the public. Reflecting feedback from inspectors, we are working hard to improve the overall quality of our reports. Improvement activity is planned jointly with South Tees YOS, providers of the court service.

In Stockton-on-Tees, cases are allocated according to the experience of the worker, with the high risk cases being reserved for the most experienced staff. Prompt enforcement action is taken in all cases where there is non-compliance from high risk offenders. We recognise that risk management is an ongoing process. Throughout our interventions, we will aim to ensure a process of continuous assessment of the risks presented by and to the young person is carried out, using available information from a range of relevant sources. YOS workers are aware that they need to remain alert to any new evidence that indicates the need to amend a young person's risk status due to reduced protective factors or increased risk factor. On occasion, this has necessitated reallocating the case to the most experienced workers.

**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>
Consistency in the quality of ROSH assessments	Training and quality assurance / audit	Robust management reviews of ROSH document  Risk of Serious Harm identified and managed appropriately	YOS	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>
Assessment and management of ROSH	Case Managers	Internal refresher training delivered to all staff on annual basis	SW	

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

## SECTION C5 – SAFEGUARDING

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

Stockton-on-Tees YOS has an important role in safeguarding children and young people from harm and promoting wellbeing. Risk of harm can be as a result of behaviour from other people, or resulting from their own behaviour; it can also be from health issues, and accommodation / living arrangements.

Revised safeguarding procedures were introduced in the service late 2007, which link with Local Safeguarding Children's Board (LSCB) processes. All staff are subject to an enhanced CRB check, which is renewed every 3 years. Safe recruitment practices within CESC were identified as an area of strength by the inspection team.

A significant element of safeguarding is identifying and managing young people's vulnerability; the service's vulnerability management processes are closely intertwined with the revised risk management procedures, detailed in the above section C4 'Risk Management' section.

The service is working hard to create a culture of consistent safeguarding practice amongst all staff. The YOS Inspection noted that there was a continuous focus on safeguarding and risk of harm in the service's work with young people who offend. This has been extended to preventions work; the multi-agency element of the YISP process has also facilitated this process.

All staff within the service are trained in corporate safeguarding and child protection procedures and have recently completed refresher training via an e-learning module commissioned by LSCB. Operational Managers are trained in managing safeguarding and child protection procedures. Several staff have undertaken more specialist training and the social work qualified Senior Practitioner provides key linkage between practitioners in the YOS and social care. Multi-agency planning meetings are commonplace; YOS staff actively support planning processes in respect of Looked After Children and young people.

Safeguarding and vulnerability considerations are an inherent feature of the service's assessment processes. Checks are made with social care on all new YOS cases for previous / current Looked After Status and whether there is / has been a Protection Plan. Where assessment indicates vulnerability, then this is discussed with a line manager. Where the vulnerability assessment is medium or above, a Vulnerability Management Plan must be completed, which is then signed off by an operations manager to endorse. Where safeguarding issues are identified, the case manager considers whether YOS resources are sufficient to meet need or whether a multi-agency approach is required. It is expected that the case manager implements intervention plans with a view to safeguarding and promoting wellbeing, and maintains an effective record of actions taken to address risk and protective factors. Ongoing training in developing staff in risk and vulnerability management

is planned to ensure consistencies in the quality of assessments and interventions.

The YOS Manager is represented on the LSCB by the Assistant Director / Head of Service, Children and Young People's Operations and members of the YOS are part of regular working groups. The YOS Manager recently delivered an overview of young people in custody to the LSCB; the Board also receives quarterly updates on young people in custody.

Vulnerability is always considered for those young people remanded or sentenced to custody and highlighted to the secure estate provider, to support their safeguarding processes and the YOS / Court Team (for new cases) attend all initial meetings to support planning during the custodial episode. RAP staff link closely with young people in the secure estate to provide additional support during the custodial phase of their sentence and particularly in the initial days following release back into the community.

For young people who are Looked After, restorative justice approaches have been embedded within residential homes by residential managers and staff. Where it is of benefit, more specialised mediation can be accessed via the YOS commissioning arrangement with the Children's Society. The LAC Service Manager represents the borough on a national working group looking at restraint of children and young people.

Within the YOS, health and substance misuse workers check the Asset scores on all young people and are proactive in arranging appointments for specialist assessments for those scoring 2 or over in the substance misuse, mental or physical health sections. Additionally, we try to provide health assessments for all young people. Case managers are trained to deliver up to a Tier 2 substance misuse service and specialist substance misuse workers are able to deliver up to Tier 3 services. We have links with local substance misuse services for young people, STASH (Stockton Together Against Substance Harm) which can deliver Tier 3 and access Tier 4 provision. We provide a complementary therapy service which enhances the substance misuse and health interventions delivered to young people and their parents / carers. The health worker in Stockton-on-Tees is employed and deployed by the local CAMHS team, which ensures prompt assessment and access to CAMHS provision. With another member of the CAMHS team, the YOS CAMHS practitioner plans to start delivering quarterly training sessions in mental health issues for practitioners. The worker also has close links with other local health departments to ensure that physical health needs can also be addressed. We have a designated health room where young people can feel comfortable and at ease. We link closely with the Teenage Pregnancy Unit and all staff are being trained to enable them to respond appropriately to sexual health needs. We will soon have access to a new service from Forensic Services, for those young people who do not have mental health issues but whose behaviour is leading to offending, where a psychologist will be available to try to address behaviour.

The regional YJB team is hosting a *Safe 'n Secure* regional conference in October 2008 and the borough will be represented by a range of strategic managers given the importance the Council places on safeguarding children and young people in the secure estate.



<b>C5.3 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>
High demand on case management	Deployment of resources reviewed	Resources identified and redeployed	YOS	March 2009
Ensuring vulnerability issues are always identified	Training and Quality Assurance / Audit	Vulnerability issues identified and managed appropriately		
<b>C5.3 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>
Ongoing safeguarding training	All staff	Inclusion in workforce development strategy	YOS	March 2009
<b>C5.4 YJB risk to future delivery assessment comments</b>				

## 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

Increasing community confidence in the criminal justice system is a key theme for the YOS and key partners in the criminal justice system. It is a stated and measured objective of the Cleveland Criminal Justice Board, of which the YOS is a partner. Public confidence is measured annually via the British Crime Survey and highlights increasing levels of public confidence in recent years: 37% of respondents in Cleveland expressed confidence in bringing offenders to justice in 04/05; rising to 43% in 2007, representing an 18% increase and bringing local performance in line with the England and Wales average (44% in 2007). The partners contribute in different ways to this shared objective. Stockton-on-Tees YOS contributes by delivering:

- Well developed Youth Inclusion Support Panel involving statutory and third sector organisations
- Robust programmes of intervention to young people who offend, and their parents / carers
- Prompt enforcement in the event of non-compliance
- Engaging members of the local community as volunteers to support the delivery of Youth Offender Panels
- Effective support to victims
- Delivery of restorative justice and reparative activities

The YOS partnership secures consistently positive feedback from victims; in 07/08, 100% of victims expressed satisfaction with services they had received (actual number 163). We have also secured consistently strong performance against *National Standards for Youth Justice* and the majority of our performance targets in 07/08.

Improving the way that the YOS promotes the full range of services, particularly to the wider community, was highlighted at recent stakeholder consultation events, to support the development of this Plan. The YOS recognises the need to be more proactive in promoting positive messages and engaging with local media. Preventions work features regularly in the local media, as do other council activities to promote positive media images of young people to dispel myths and stereotypes. The YOS overall can take learning from this aspect of its delivery, to develop a broader communication strategy. This is likely to be developed in partnership with other elements within IYSS.

### C6.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Ensuring we maintain strong enforcement of court orders in the event of non compliance	Audit via monthly performance clinics and training	Prompt enforcement maintained	YOS	March 2009

Ensuring we are proactive in promoting positive messages and engaging with local media	Revise service approach	Development of communication strategy	IYSS	
<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>
Media skills	Managers	Training and development	YOS	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

Stockton-on-Tees YOS is committed to the delivery of strong and effective support to victims, which meets the Code of Practice for Victims and National Standards for Youth Justice. The majority of direct work with victims is delivered via The Children’s Society Youth Justice North East project, an externally commissioned service jointly with a neighbouring YOS, which has a restorative justice focus.

The Youth Justice Board’s approach to restorative justice, outlined in the Key Elements of Effective practice, focuses on two key elements:

- Victim satisfaction – reducing the fear of the victim and ensuring they feel ‘paid back’ for the harm that has been done to them;
- Engagement with the young person to ensure that they are aware of the consequences of their actions so that they show remorse, make reparation and sign up to a plan for their restoration in the community

YOS interventions may therefore include one or more of these methods:

Direct Mediation or Reparation	Indirect Mediation or Reparation
<ul style="list-style-type: none"> <li>• Face to face meeting between victim and young person</li> <li>• Restorative conference</li> <li>• Payback, to repair harm / damage or otherwise compensate the victim</li> <li>• An explanation or letter of apology</li> </ul>	<ul style="list-style-type: none"> <li>• Shuttle mediation, where a mediator liaises between victim and young person</li> <li>• Information giving, supplying information to the victim about the young person, putting the victim’s perspective to the young person and challenges behaviour</li> <li>• Community payback</li> </ul>

Youth Offender Panels are provided with victim statements and these are considered by Panel members with the young person. Victims are offered the opportunity to attend Panels, with support from Victim Support, with whom there is a protocol to facilitate this support. Victims rarely attend the Panel meetings and this is something the YOS has been exploring with The Children’s Society.

In 07/08, 44.9% of victims were engaged and a 100% satisfaction rate was achieved, reflecting the positive work delivered by staff from the YOS and The Children’s Society. Nonetheless, improving the focus and coordination of work in relation to victims and restorative justice was a key recommendation from the recent YOS inspection and much activity has taken place to revise

and join up the service’s approach to victims and the ways in which we facilitate and evidence victim participation.

Where reparation is delivered indirectly to benefit the wider community, the YOS has developed a range of reparation projects and has strong links with a number of local community projects. The YOS also has the use of 2 garden allotments. Wherever possible, reparation is delivered on a one to one basis, supported and supervised by YOS sessional workers acting in a mentoring capacity. Refresher training on restorative justice has recently been delivered to all sessional staff to ensure that all young people understood the restorative aspect to the reparation they’re undertaking. During reparation and at the end of the session, the YOS worker will discuss what has been accomplished, again referring back to the victim. The response and attitude of the young person is recorded and is available to be fed back to the victim by the Children’s Society if this is what the victim wants. The YOS supervising officer is able to use this information to support ongoing victim awareness work with the young person.

As stated in other sections of this Plan, the YOS is reviewing its externally commissioned services as part of a review intended to strengthen capacity to deliver strong and effective case management and respond to the increased demand on services. The YOS is keen to manage this in a way which avoids risk to the quality of services to victims.

A triple track approach to preventing youth crime is outlined in the recently published Youth Crime Action Plan, which included a reinforcement of national commitment to support victims and plans for national targets to reduce young victims of crime by 2020, in recognition that young people are more likely to be victims of crime.

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

Risk	Action	Success Criteria	Owner	Deadline
Ensuring that reparation is restorative	Revise service approach to restorative justice	Restorative Justice embedded in all aspects of service delivery	YOS	October 2008
	Review nature and diversity of community reparation	Diverse range of community reparation		
Attendance by victims at youth offender panels	Revise the way the service facilitates and evidences victim participation in restorative justice	Increased victim participation		

**C7.3 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>
YOS staff to be more aware and skilled in any direct work / contact with victims	Caseload managers	Identify suitable training.		

**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

Criminal Justice: Simple, Speedy, Summary (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.

CJSSS is being phased in across criminal courts in Cleveland and is now in place in the adult courts. The next stage is to roll it out across the youth courts. A Local Implementation Team is being established and a local gap analysis exercise is planned. The YOS will fully contribute to this process.

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
Ensuring the YOS is fully engaged with the process	Attendance at the Local Implementation Team, once meetings established  Information disseminated within YOS Partnership	YOS able to fully contribute to changes	YOS	March 2009

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

Skills to Develop	Target Group	Action	Owner	Deadline
Understanding of CJSSS within YOS	Managers and practitioners	Awareness raising	LCJB	TBC

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



## 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. The YOS will be expected to implement the scaled approach model in 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).

It is anticipated that the introduction of the new national arrangements for the Scaled Approach will support local activity within the borough to reduce recidivism and improve outcomes for young people, through a more tiered approach to interventions based upon risk and the introduction of a new sentencing framework. The YOS will engage with the full range of YJB organised activities to support the introduction of the new arrangements. An operations manager is taking a thematic lead on local developments and preliminary work has commenced within the service to assess our readiness to respond and deliver. This will of necessity take on a sharper focus in the coming months.

The YOS has responded to YJB consultation on new guidance for Case Management and revised National Standards for Youth Justice, which are expected to be published in advance of new arrangements coming into effect in Autumn 2009. A comprehensive training programme is planned, including web-based e-learning modules, being developed by the Open University, consisting of assessment skills, introduction to the Scaled Approach and key features of Criminal Justice and Immigration Act.

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

Risk	Action	Success Criteria	Owner	Deadline
Ensuring the Service is fit for purpose to support the new arrangements	Review service structures	Service structures support delivery of new framework and staff are prepared for the changes	YOS Partnership	March 2009
Management Capacity to support its introduction	Review management capacity to plan and deliver new arrangements	Capacity identified		

<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>
Knowledge of Criminal Justice and Immigration legislation and the Scaled Approach to Youth Justice	All staff	Regional workshops and web based modules delivered by the Open University	YOS	March 2009
<b>D4 YJB risk to future delivery assessment comments</b>				

## 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.

The new direct commissioning arrangements from 2009 highlight a need to plan ahead in order to determine future workforce training and development needs. The YOS is already committed to reviewing its approach to workforce development, through its improvement action plan and these new arrangements will need to be incorporated into any planning.

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

Risk	Action	Success Criteria	Owner	Deadline
Looking ahead to 2009/10, ensuring there are sufficient funds within the training and development budget to support workforce development at an equivalent level	To identify current and projected costs	Budget forecast completed and funding secured	YOS Partnership	March 2009
	To explore collaborative work with other YOTs		YOS	March 2009

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

Skills to Develop	Target Group	Action	Owner	Deadline
Understanding impact of new arrangement for YOS	All staff	Full review of staff training and development needs to inform the revised Workforce Development Strategy, taking account of new commissioning arrangements	YOS	March 2009

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

TO ADD NEW BUSINESS CHANGES OR INNOVATIONS, PLEASE COPY THE ABOVE TABLE AND ENTER THE DETAILS AS REQUIRED

## 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

Stockton-on-Tees YOS is committed to developing a culture of learning and we will continue to identify learning and developmental needs for individuals and the service. Individual training and development needs are identified in supervision between individual staff and their respective line managers. All staff employed by the Borough Council receives an annual appraisal and learning and development needs are identified and then reviewed the following year. The YOS operational managers contribute to the appraisals of seconded staff by their employing agencies. The YOS offers student placements and this year provided a placement for a social work student in the final year of her degree course.

There has been a comprehensive approach taken to training in 07/08. Training and development opportunities are accessed through a variety of routes. We participate in regional workforce development group, facilitated by the regional YJB team and we contribute financially to a collaborative regional training arrangement. We are linked with the local Children's Workforce Development Strategy and much training is accessed through the corporate and Children, Education and Social Care training programmes. The YOS is also able to commission specific training to meet identified need. Seconded staff also attend training delivered through their respective employing agencies.

A revised process for induction has been rolled out for new staff and in the last eighteen months, all staff have received training in use of the Careworks database and Connectivity, Diversity, SIWIS (Stockton Integrated Working and Information Sharing) and Safeguarding via an e-learning module. All practitioners have received specialist driver, APIS, MAPPA, case recording and risk management training. Additionally, staff have attended a range of training, seminars and conferences appropriate to their areas of work and practice.

Jointly with a neighbouring YOS, we have recruited and trained a new cohort of community volunteers to support the Youth Offender Panels and refresher training has been delivered to existing volunteers. The YOS has been successful in retaining the majority of volunteers for a significant period of time.

The YOS training plan was considered to be 'positive, substantial and thorough' by inspection. However, some concern was expressed that some staff were undertaking work that they weren't sufficiently experienced and trained in. The YOS has responded proactively and has carried out an interim review of the deployment of case management resources. A broad workforce strategy will be developed throughout 08/09. We have identified a need for a Youth Justice qualification, which sits alongside professional qualifications such as the Social Work Degree, and which can be used to professionally develop staff within the workplace. To that end, we are currently exploring the feasibility of using National Vocational Qualifications in Youth Justice to support the development of those practitioners, with lots of experience but no professional qualifications.

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

Risk	Action	Success Criteria	Owner	Deadline
YOS inspection concluded that a robust training plan undermined by staff being in roles that they're not suitably qualified for	Development of workforce strategy, including exploration of vocational qualifications	Strategy produced	YOS	March 2009
Ensuring sufficient numbers of staff with practice based and assessed qualification	Implementation of inspection action plan	Resources to support case management adequate, well trained and supported		
	Exploration of vocational learning routes	Development of workforce development strategy		

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

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## SECTION E2 - RISK TO FUTURE DELIVERY ASSESSMENT SUMMARY

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

The corporate vision in Stockton on Tees is for a safe borough where residents are able to live their lives free from crime and the fear of crime. Crime rates continue to fall in the borough and are the lowest in the Tees Valley; nonetheless, the prevention of youth crime remains high on the corporate agenda. The Youth Justice Plan 08/09 provides a comprehensive outline of how the YOS Partnership contributes to this agenda.

YOS performance against the Youth Justice Board's performance framework and National Standards for Youth Justice is strong and provides a solid foundation upon which to build and secure further improvement. The Joint Inspection concluded that the YOS provided an adequate service with good potential for improvement.

A robust improvement action plan has been implemented with monitoring by the YOS Management Board and the regional Youth Justice Board team. Achieving greater consistency in case management and performance management are key priorities for the service and it is anticipated that this will contribute to improving outcomes for young people, particularly in reducing recidivism.

A particular challenge is presented by the impact of Offences Brought To Justice targets on numbers of young people entering the criminal justice system for the first time and the YOS partnership is engaging with partners at a strategic level to identify ways of responding to this.

The YOS Management Board has reviewed its performance management responsibilities, terms of reference and membership, to ensure more understanding of the issues around performance and under-performance, in order to support the YOS Manager, staff and the wider partnership in achieving key objectives in the coming year.

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

<b>E2.3 Review and sign-off</b>					
<b>Name:</b>	Jane Humphreys	<b>Job Title</b>	Director of Children, Education and Social Care	<b>Date</b>	7 August 2008
<b>Name:</b>	Mike Batty	<b>Job Title</b>	Head of Community Protection, Stockton Borough Council	<b>Date</b>	7 August 2008
<b>Name:</b>	Chief Inspector Ted Allen	<b>Job Title</b>	Chief Inspector, Cleveland Police	<b>Date</b>	7 August 2008
<b>Name:</b>	Tina Beckett	<b>Job Title</b>	Assistant Director, National Probation Service - Teesside	<b>Date</b>	7 August 2008
<b>Name:</b>	Terry Frank	<b>Job Title</b>	Integrated Youth Support Service Manager, Stockton Borough Council	<b>Date</b>	7 August 2008
<b>Name:</b>		<b>Job Title</b>		<b>Date</b>	
<b>Name:</b>		<b>Job Title</b>		<b>Date</b>	
<b>Name:</b>		<b>Job Title</b>		<b>Date</b>	
<b>Name:</b>		<b>Job Title</b>		<b>Date</b>	



**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?**

**F2 What could have been developed further?**

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

**F4 Do you have any other comments?**