

Youth Justice Planning Tool 2008/09 - England

Worcestershire and Herefordshire

Date Completed

July 2008

(Version 4)

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)?

Local Priorities

The Youth Offending Service is committed to the provision of high quality services, in partnership with other services and organisations, with the aim of preventing offending and re-offending by children and young people. In order to achieve this the YOS has implemented a risk led case planning framework, which maps intensity and content of intervention to assessed levels of risk across the three areas of re-offending, harm to self and harm to others. In addition the service further recognises the role it has in increasing public confidence in the youth justice system and increasing victim satisfaction through their involvement in restorative and reparative processes. This is reflected in the service's five strategic objectives;

- The prevention of offending by children and young people
- Developing and maintaining an empowered and motivated workforce
- Improvement of outcomes for victims
- Contributing to the achievement of the five "Every Child Matters" outcomes for young people and their families
- Increasing awareness of and confidence in the youth justice system

The service believes that the cornerstone to delivering quality and targeted interventions and the management of risk is accurate and comprehensive assessment, through the use of the CAF (where appropriate), Onset and Asset tools. Audit work undertaken on Assets in early 2008, revealed inconsistencies in the quality of assessments across the service. An Asset Quality Improvement Plan is in place for 2008/09.

Key priority areas for performance improvement for 2008/09 will be;

- **Preventing Offending - reducing the number of first time entrants to the youth justice system (NI 111)**
- **Reducing Re-offending (NI 19) and**
- **Improving access to Education Training and Employment (NI 45)**

Key areas for service development for 2008/09 will be:

- Improvement of assessment quality
- Development of a user and stakeholder engagement strategy, including implementation of the Viewpoint web based interactive user feedback program
- Implementing a Safeguarding Action Plan which addresses the recommendations outlined in an independent safeguarding audit conducted in April 2008
- Quality assuring community interventions
- Working in partnership with Children's Services and Connexions to develop Targeted Youth Support strategies in both counties
- Undertaking feasibility of implementing joint offender management strategy for medium risk offenders and community resolution for potential first time entrants

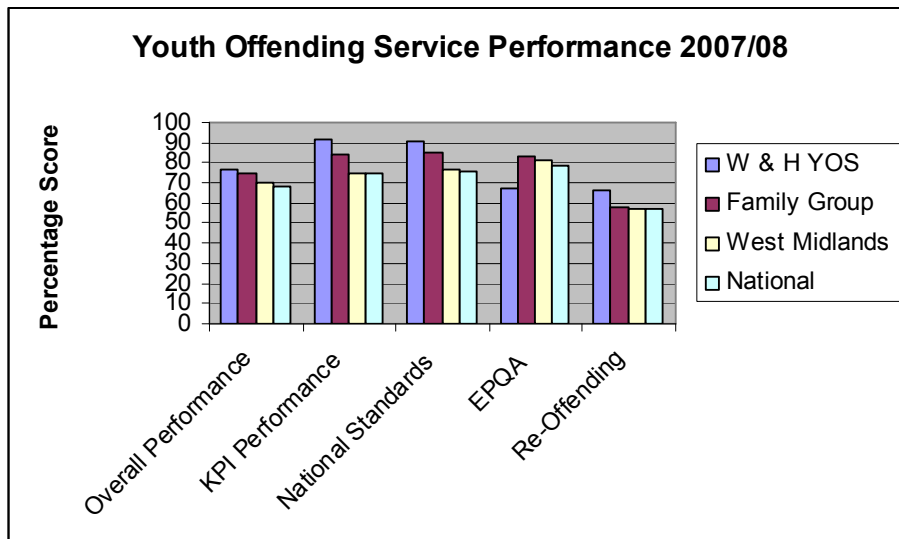
Performance Overview

2007/08 has seen the Worcestershire and Herefordshire Youth Offending Service continue to develop steadily and improve performance. In 2007/8 Worcestershire and Herefordshire Youth Offending Service achieved an overall performance rating of Level 4 (on a 5 level rating scale). The overall performance of the service is based on the degree to which the YOS is meeting targets in 4 areas; (i) Performance against YJB Key Performance Measures, (ii) Compliance with key National Standards, (iii) Effective Practice and Quality Assurance (EPQA) audit scores and (iv) levels of re-offending.

During 2007/08 performance improvements were secured in 3 of these 4 areas. There was no measurement of re-offending for 2007/08 and the results for 06/07 were used to assess the YOS for 07/08. The performance improvements are outlined in the following table:

	2005/06		2006/07		2007/08	
	Level	Performance Score	Level	Performance Score	Level	Performance Score
Overall Performance	Level 3	63.1%	Level 3	68.4%	Level 4	76.6%
KPI Performance	Level 3	76.7%	Level 3	77.8%	Level 5	91.7%
National Standards Performance	Level 4	66.7%	Level 4	79.4%	Level 5	90.5%
EPQA Performance	Level 1	59.7%	Level 1	55.7%	Level 2	67.7%
Re-Offending Performance	Level 3	60.0%	Level 3	66.7%	Level 3	66.7%

In terms of overall performance, KPI performance, National Standards compliance and re-offending performance the YOS is performing higher than the family group (statistical neighbour), regional and national averages.



In terms of individual performance indicators engagement in full time education, training and employment, although improved, 78.7% in 2007/08 compared to 66.4% in 2006/07, falls short of the previous national target of 90%. Re-offending performance has declined between the 2002 cohort, 38% and the 2005 cohort, 46%. These two performance areas are key priorities for performance improvement in 2008/09.

In 2008/09 the performance framework for Youth Offending Services nationally has been reduced to a smaller set of six outcome areas which are included in the national indicator set for local authorities (198 indicators). These indicators are:-

- NI 19 – Proven rate of re-offending by young offenders
- NI 43 – Young people in the youth justice system receiving a conviction in court who are sentenced to custody
- NI 44 – Ethnic composition of young offenders on youth justice system disposals
- NI 45 – Youth offenders engagement in suitable education, training and employment
- NI 46 – Young offenders access to suitable accommodation
- NI 111 – First time entrants to the youth justice system

Local Planning Environment

The local planning environment in which the YOS operates is complex and multi-layered given the fact it spans two top tier Local Authority Areas, Herefordshire and Worcestershire, 6 District level Local Authorities and in terms of the Local Criminal Justice Board and as lead agency for the Intensive Supervision and Surveillance Programme has West Mercia wide responsibilities.

There are 74,748 young people aged 10 to 17 living in Worcestershire and Herefordshire. In 2007/08 there were 1880 individual young people committing offences representing 2.5% of the youth population, thus 97.5% of children and young people across Worcestershire and Herefordshire do not offend. Approximately 4.45% of the youth population are from BME groups (mid 2005 estimate) and approximately 4.1% of the offending population are from BME groups.

The YOS links into the local Children and Young Peoples planning structures and Children's Trust arrangements through representation on the Partnership Advisory Body in Worcestershire and on the Children's Trust Management Group in Herefordshire. In addition the YOS Head of Service is Chair of the Positive Contribution Outcome Planning Group in Herefordshire. Representation on these bodies ensures that work of the YOS supports the achievement of priorities in the Children and Young Peoples Plans (CYPP) and that the Plans effectively address the needs of young people who offend as well as those at risk of offending.

The work of the YOS directly supports 8 of the 10 priorities in the Worcestershire CYPP and 9 of the 18 priorities in the Herefordshire Plan.

The YOS has two targets in the 2006/09 Local Area Agreement (LAA) in Worcestershire, re-offending and the engagement of young offenders in education, training and employment, and one target, re-offending, in the 2006/09 LAA in Herefordshire. In terms of the 2008 LAA none of the 6 YOS indicators are included in the Worcestershire LAA, however the YOS recognises it has a part to play in the achievement of NI 110, participation in positive activities and NI 117 young people aged 16 to 19 who are not in education, employment or training, which are included. The proven rate of re-offending of young offenders, NI 19 is included in the Herefordshire 2008 LAA.

The YOS is a member of the West Mercia Local Criminal Justice Board which has identified seven key priorities for 2008/09, these include enhancing efficiency and effectiveness which incorporates the implementation of CJSSS in the Youth Courts, improving public confidence, focusing on victims and witnesses, strengthening partnership working and reducing re-offending.

The YOS is a member of the Herefordshire Community Safety and Drugs Partnership Strategic Board, the Worcestershire Safer Communities Board, the South Worcestershire Community Safety Partnership, the North Worcestershire Responsible Authorities Group and the three district Community Safety Partnerships in North Worcestershire.

YOS Position in the Local Authority and YOS Governance Arrangements

The YOS is hosted by Worcestershire County Council and line management for the Head of Service is provided by the Head of Integrated Services for Children and Families in the Children Services Directorate. It is clear, however, that this relationship is structural and the YOS remains a partnership service with a distinct clear identity operating across and within both Local Authority Children Services. The YOS recognises the importance of reducing the distance between services in order to improve outcomes for children and their families and is increasingly working more closely and in partnership with other parts of Children Services and, in particular, the developing arrangements for Targeted Youth Support in both Worcestershire and in Herefordshire.

The YOS has a strong Management Board jointly chaired by the Director for Children Services for Herefordshire and the Director for Children Services in Worcestershire. Other Board members include commissioning managers from the two PCTs, the Chief Executive of West Mercia Probation Trust, a Senior Officer from West Mercia Constabulary and the Head of Integrated Services for Children and Families from Worcestershire Council.

The Board has defined three clear functions;

- Support** - including ensuring adequate finance and human resources, infrastructure and provision of professional support
- Scrutiny** – Including performance management, approval and monitoring of service plans, budget approval and monitoring and monitoring quality assurance
- Services** - including enabling access to mainstream services within organisations represented on the Board and support in accessing other mainstream provision

In 2008/09 the Board intends to review the governance arrangements, including the relationship between the Board and the Children's Trust arrangements.

SECTION B - USE OF RESOURCES AND VALUE FOR MONEY

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

FINANCIAL RESOURCES

The YOS has a complex budget structure comprising of partner agency cash and in kind contributions, core funding from the YJB and a range of time limited ring fenced funding for specific purposes. The ring fenced grants include the ISSP Grant, Prevention Grant and Substance Misuse Worker Grant channelled via the YJB, an allocation from Worcestershire Substance Misuse Action Team, OLASS funding for the Ngage project and an allocation from Worcestershire's Area based Grant to part fund the Worcestershire YISP.

Partner agency funding to the YOS is outlined in table B4. There have been no significant changes in partner agency contributions between 2007/08 and 2008/09. There is a marginal reduction in the overall budget as a result of projected costs, due to inflation and cost of living rises being higher than the inflationary uplifts provided by partner agencies and applied to the central government grants. There was no uplift applied to the Prevention Grant and the allocation from the Area Based Grant in Worcestershire was reduced. The budget challenges these reductions pose are planned to be met through efficiencies.

The agreed budget for 2008/09, therefore, attempts to balance the challenging funding environment faced by partner agencies, the need to find efficiencies within the YOS and the need to maintain and develop service provision. The significant increased cost of staffing continues to be a major financial pressure as payroll costs account for approximately 70% of the YOS budget.

The proportionate spending on youth justice services across preventative services, PACE, pre-court and remand services, court based services, community based penalties and custodial sentences are set out in table B5.

STAFF RESOURCES

The staffing resources of the YOS are set out in tables B7 and B8. The YOS comprises 104 salaried staff (including part time posts) supported by 54 sessional workers and 44 volunteers. The majority of staff within the service are white with BME groups not consistently represented through all levels and teams within the service. The number of sessional workers available has increased since 2007/08, mainly through recruitment for workers to support YISP and ISSP activity. The service only uses volunteers in the capacity of Community Panel Members and a recruitment campaign is planned to replace those members who have now served two terms of three years.

In 2008/09 arrangements for providing human resource support to the YOS by Worcestershire County Council continue through the Children Services team within the HR division. Monthly meetings are held between the YOS and the HR advisor from WCC where issues such as recruitment, staff turnover and sickness are monitored.

Overall the YOS is adequately staffed although significant difficulties continue within the North Worcestershire Team which has, historically, had a high turnover and to which it has been more difficult to recruit to.

The Worcestershire YISP experienced a high turnover of staff at the end of 2007/08 due to staff being placed at risk of redundancy due to the late confirmation of the YJB Prevention Grant.

The YOS has a dedicated training budget to commission training in 2008/09 to meet the training and development needs of staff and volunteers. Although the training budget represents a very small proportion of the total YOS budget it is supplemented by staff being able to access training from the corporate training programmes provided by the two Local Authorities. In addition some training is provided by partner agencies, the Local Safeguarding Children Boards and the YOS has taken advantage of YJB funded places for staff to obtain youth justice NQF qualifications.

PROGRAMME RESOURCES

The YOS continues to manage the Worcestershire YISP which co-ordinates and delivers individual support programmes for young people assessed as at risk of entering the youth justice system. This includes directly delivering a combination of focussed interventions, for example, anger management, with positive activities. Partnership working with the Police and Worcester Rugby Club has resulted in the successful “Walk like a Warrior” Project. The YOS is developing a partnership with Hereford and Worcester Fire and Rescue Service to develop the “Ignite” programme to target NEET young offenders and those at risk of entering the YJS. The YOS has, in partnership with West Mercia Constabulary, WCC and the Community Safety Partnerships funded a mentoring programme for young people in the prevent cohort of the Prevent and Deter Schemes.

In Herefordshire the YOS part funds the Herefordshire CF Panel (YISP). The CF Panel has a number of Area Based Grant funded project which it is able access including mentoring. The primary referral process for access to CF panel work for young people at risk of entering the YJS is via the Prevent and Deter scheme. The targeted Positive Activities for Young People has now adopted the Prevent and Deter Scheme as its main referral source.

The YOS has a strong commitment to work with its partners to achieve the ongoing development of appropriate resources to meet the identified needs of young people. In summary, the following specialist resources are key:

- Drug Treatment Programmes – progress is evident in this area as a result of the YOS Substance Misuse specialists linking to SPACE and ZIGZAG (Worcestershire Young People’s Substance Misuse Service, and Herefordshire Young People’s Substance Misuse Service).
- Mental Health Services – these services continue to perform consistently well with YOS specialists linking into mainstream CAMHS services. In 2008 new protocols between the YOS and the PCTs relating to the access of mental health services have been put in place in both Herefordshire and Worcestershire.
- ETE Provision – accessing post-16 provision remains a considerable barrier to progress, however via OLASS funding each YOT team has access to the Ngage Project Workers who provide support for young offenders in accessing and maintaining ETE placements.

- Parenting and Victim Services – There is a prevention service’s parenting worker and two full parenting workers working across the YOS. Each Area Team has a Victim Liaison Worker within it. There is a Restorative Justice Officer who provides support and training to staff and promotes the use of restorative practices in other settings.

The YOS is also building the quality of interventions through the training of all practitioners in the delivery of the Pathway Plus cognitive behavioural programme. To promote equality and diversity, the YOS has established a Diversity group, which has overall responsibility for the implementation of the Race Action Plan.

The YOS continues to work effectively with Youth Support Services (YSS), with YSS staff seconded into the area teams. YSS has additionally been awarded a grant to pilot a Transition to Adulthood project. This project will provide voluntary support to young offenders who are transition from youth criminal justice services to adult services. It is likely this project will be in the North Worcestershire area.

In 2008 the YOS has established an interventions working group to review content and quality of interventions, develop a core offer and put in place a quality assurance process for community penalty interventions.

ICT RESOURCES INCLUDING THE WIRING UP YOUTH JUSTICE PROGRAMME

YOS IT systems are hosted by West Mercia Constabulary (WMC), and all hardware is stored at WMC Force headquarters. Each area office is linked to West Mercia via a 2.3Mb line, the Worcester line being recently upgraded to 10Mb which has resulted in speedier access to case management systems. Users access all applications and case management systems using Winterms across a thin client network. YOS Police staff have access to the Police National Computer (PNC) at designated terminals in each area office, as well as West Mercia local databases, CRIMES and GENIE.

We currently use two case management systems:

YOIS Plus – provided by Social Software – for case management and data analysis of young people who have offended, and

YISPIS – provided by an external consultancy company – for prevention recording and the provision of prevention data.

Secure E Mail

The YOS uses CJSM secure email portal for the transmission of sensitive/confidential data between other Criminal Justice Agencies, as well as having the Police PNN secure email.

The implementation of the YJB Electronic Yellow envelope project has enabled the YOS to send information to the secure estate by secure e mail in a format that can be uploaded to the sentence management system used by the secure estate (eAsset). Risk can be assessed by the secure estate prior to the arrival of young people sentenced to custody. Significant time savings have been made by sending this information electronically compared to the previous methods of fax and hard copy.

Remote Access

Remote access is achieved by using the police’s standard cable and wireless secure dial in facility. Laptops are configured and secure log-in fobs available for each remote access. This enables YOS laptops to be used remotely through a standard modem with an analogue

connection by utilising an authentication process currently employed by WMC.

In 2007/2008 the YOS secured a grant from the Youth Justice Board under the Wiring up Youth Justice Project. As a result of this there are now Wintems and printers installed in Redditch, Kidderminster, Worcester and Hereford Magistrates Court buildings. This gives easy access to YOS IT systems, and enables our court officers to provide up to date case management information to Magistrates upon request.

Libra

Working closely with West Mercia Police and HMCS, Worcestershire and Herefordshire is the first YOS in the country to have direct access to the Magistrates Courts new database LIBRA. This is a Web based application, enabling staff to have instant access to Court lists, registers, PSR requests, Court Orders and bail notifications.

Future IT Projects

Connectivity

The Connectivity Project, funded by the YJB is planned to go live in Worcestershire and Herefordshire by March 2009. It will allow computer systems across the youth justice system to “talk” directly to each other, exchanging information automatically between the YOS and YJB Placements and Caseworks team and to the eAsset system in the secure estate. It will reduce the risk of error as practitioners will no longer be required to enter the same information on two different systems. The March 2009 target date for this project is dependant upon Social Software completing a technical upgrade of YOIS by the first quarter of 2009.

Viewpoint

Investment has been made in Viewpoint, an interactive internet based service user assessment and feedback programme, to be implemented in September 2008. However the use of this needs to be part of an overall user and partner engagement strategy which will be developed during 08/09.

ContactPoint

The YJB has accepted funding from the Department for Children, Schools and Families for providing a link to ContactPoint and is currently working with them to define the requirements for YOIS. DCSF Contact Point local implementation managers based in local authorities will soon be assisting YOT's with planning the implementation of ContactPoint.

Police Electronic Notifications to YOTs (PENY)

A YJB initiative, the project will implement a national solution to improve the use and sharing of information between 43 police forces, the British Transport Police and the 157 YOTs using CJSM or other secure routes. This includes notifications of reprimands, Final Warnings, charges, penalty notices and victim information (where consent is given). The information will be supplied securely, within 24 hours of a police decision and to a nationally agreed minimum dataset. The solution will be in place across England and Wales by December 2008.

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

Financial Resources

The YOS recognises challenging funding environment faced by partner agencies which has led in 2008/09 to inflation uplifts which may not reflect the cost of living rises applied to salaries (currently under negotiation) for directly employed staff and spinal point increases for those staff who are not at the top of their scale. The YOS further recognises that partner agencies may also need to factor efficiency savings into future contributions. In addition there are a number of grants received, which are annually announced for example the OLASS funding and the additional substance misuse funding received via SMAT (Drug Action Team), which may not be available in future years.

One significant area of risk is in relation to the funding received from the Area Based Grant. In both counties decisions regarding how the ABG will be managed/allocated for 2009/10 and 11/12 have not been finalised. YOS preventative activity in Worcestershire is supported in 08/09 by an ABG allocation, and in Herefordshire the service commissioned by the YOS to deliver YISP activity is primarily funded from the ABG.

Programme Resources

Section C2 identifies the re-offending of young people subject to community penalties as an area of weakness. This has highlighted the need to ensure that the YOS is delivering effective interventions to young people. The interventions review group has been put in place to evaluate the programmes currently being delivered within the YOS.

ICT Resources

Connectivity

The March 2009 target date for this project is dependant upon Social Software completing a technical upgrade of YOIS by the first quarter of 2009. YOIS system upgrade will begin in September 2008 and is planned to be completed in the first quarter of 2009. The YJB WUYJ team are currently working with the YOS and West Mercia IT towards achieving Connectivity. The technical solution is to install a broadband connection alongside the YOIS server. After the system upgrade, the Wiring Up Youth Justice Business Change team will contact the YOS and West Mercia IMTD to agree how they can successfully incorporate Connectivity and improve practice. This will involve YOT participation in workshops to help improve current business processes, and training by the suppliers on using the case management system. The decision to go live with Connectivity will be made with the YOS after the initial training. Any delay in the system upgrade by Social Software will reduce the amount of testing time allocated to West Mercia IMTD, and this in turn could delay implementation.

Viewpoint

Strict security policy of West Mercia IT may impact on the success of this programme. West Mercia have yet to test the Viewpoint software to see if it is compatible with their IT infrastructure. North Worcs team do not have a dedicated PC connected to broadband for use by young people due to their mobile / flexible working status and alternative methods of accessing the website need to be found. This will be via a wireless connection to a laptop, so that the programme can be used in the young persons home.

Identify plans to overcome the risks to future use of resources and value for money				
Risk	Action	Success Criteria	Owner	Deadline
ABG Grant reduced or directed to other activity	Worcestershire - Ensure that YOS continue to promote positive outcomes of the prevention work.	Raise awareness of effectiveness of preventative work – demonstrate positive outcomes for young people and families.	Prevention Manager	Ongoing to 31/3/09
	Worcestershire – any prevention team vacancy to be filled on time limited contract	Minimise impact for the service and for staff if posts need to be deleted	Admin Manager	31/12/09
	Worcestershire and Herefordshire - Scenario planning for service delivery model if ABG not allocated	Transition to new delivery models if required. Continuation of effective work with at risk young people.	DHOS	31/12/09
Budget overspend in 2008/09	Monthly monitoring meetings with finance staff.	Action taken to ensure that expenditure remains on track	Finance Manager	Monthly ongoing
Insufficient funding to support current staffing establishment	Posts to be reviewed as vacancies arise during 08/09 and review of balance of resources between area teams	Ensure balance of resources is correct between each area team.	HOS	Ongoing, review by 31/10/09
Inconsistencies in delivery and quality of interventions across the service.	Review of interventions and implementation of quality assurance process	Consistent delivery of effective interventions	DHOS	31/03/09
Delays in implementing Connectivity	Agree deadlines for installation of Broadband connection at West Mercia IT HQ. Follow up with YJB and Social Software to ensure that YOIS upgrade is completed on time.	Connectivity live by March 2009	IPM	March 2009
Technical and practical issues affect the full implementation of Viewpoint	Identify IT to be used in each area, and test. Arrange request for change with West Mercia for software installation on servers. Arrange training for all staff.	Implementation by end of September 2008 Increase service user engagement	S Maddox	30/9/08

B3 YJB risk to future delivery assessment comments

B4 Youth offending team budget sources for the financial year 2008/09				
Agency	Staffing Costs	Payments in Kind	Other Delegated Funds	Total
Police	152,848	146,516		299,364
Probation	111,920	73,340	30,650	215,910
Health	86,467	65,996		152,463
Local Authority	508,826	736,822	38,000	1,283,648
YJB		1,291,530		1,291,530
Other		475,044		475,044
Total	860,061	2,789,248	68,650	3,717,959

B5 Services planned for the financial year 2008/09		
Core Activity	Total Budget (£)	Any Comments
Preventive services	666,790	
PACE	23,754	
Pre-Court	308,324	
Remand	118,771	
Court	365,786	
Community	1,582,776	
Custody	146,799	
Other	504,959	

B6 Probation Contributions					
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	
£73,340	Community Punishment Costs	£30, 650	3 x Po's	£111,920	£215,910

B7 Staff in the youth offending team (by headcount)

	Strategic Manager		Operations Manager		Practitioner		Administration		Sessional	Student	Volunteer	Total
	PT	FT	PT	FT	PT	FT	PT	FT				
Permanent		2		5	4	12	6	11				40
Fixed Term												
Outsourced												
Temporary		1		3		1		2				7
Vacant					1	8	4					13
Children					1	4						5
Police						3						3
Health					1	1						2
Education					3							3
Connexions						2						2
Other				1	5	21	1	1	54		44	127
TOTAL		3		9	15	52	11	14	54		44	202

B8 Staff in the youth offending team by gender and ethnicity based on census 2001 categories																
	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	3		3	6	16	40	4	17	21	30			13	27	60	120
White Irish						1										1
Other white													2			2
White and Black Caribbean																
White and Black African																
White and Asian										1			1			2
Other Mixed																
Indian					1										1	
Pakistani																
Bangladeshi																
Other Asian																
Caribbean																
African										1						1
Other Black													1			1
Chinese																
Other ethnic group																
Not given																
Total	3		3	6	17	41	4	17	21	33			13	31	61	128
Welsh Speakers																

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 target set for all Youth Justice partnerships has been to achieve a 5% reduction in the 2005/06-baseline figure for the number of first time entrants in 2007/08. The performance for Worcestershire and Herefordshire was a reduction of 17.1%. This compares favourably against the national performance of 11%.

In 2007/08 3% of first time entrants across Worcestershire and Herefordshire were from BME groups compared to a BME groups representing 4.45% of the youth population.

The Worcestershire Youth Inclusion and Support Panel (YISP) was subject to an independent evaluation in Autumn 2007, from which the feedback given by Service Users and other agencies was very positive. The evaluation confirmed the YISP was delivering positive outcomes for young people, in particular 86% of the young people that has received a YISP intervention had not offended at the time the evaluation was conducted. The evaluation also gained the recognition of the Children's Commissioner for England who visited the YISP team and it's Service Users in the Spring of 2008. The feedback from the Commissioner was again very positive. The referral criteria for a YISP intervention includes the young person being exposed to four or more risk factors associated with offending behaviour and is in line with YJB "YISP Management Guidance".

In Herefordshire prevention of offending work is conducted through a YISP type structure, the CF Panel. This YISP has also been independently evaluated and found to be delivering positive outcomes for the children and young people it works with. The main referral route for young people at risk of entering the youth justice system is via the Prevent and Deter operational group. Some work undertaken on referrals during 2007/08 found that 68% had not offended following their intervention programme. Although this figure is lower than for the Worcestershire YISP, when the cases were analysed it was found that there were young people in the cohort who were previously offenders and were not, therefore, potential first time entrants. Work is being undertaken to refine the referral criteria and process for the Herefordshire YISP.

The targeting and identification of young people who are considered to be at risk of becoming involved in offending or anti social behaviour, relies on the good communication and appropriate referrals being received, from local voluntary and statutory agencies. If a referral is accepted, in both the Worcestershire and Herefordshire schemes a key worker will be responsible for completing an in depth assessment, through the use of Parent and Young Person "Over to You" and the Onset assessment tool. An individual support plan will be put in place, which aims to reduce risk factors and enhance protective factors.

Within Worcestershire assessment and case management information is collected and recorded on the YISPIS database. Unfortunately IT constraints within Herefordshire have meant that YISPIS has not been able to be implemented making data collection and data returns for the YJB a manual process and collating aggregate referral and assessment information more difficult to achieve.

Worcestershire YISP has a parenting key worker who works alongside case holding key workers to ensure a family focussed approach. In Herefordshire parenting work was partly delivered by a third sector organisation on contract to the CF Panel, and partly by the key workers. The role of the CF panel is currently under review and there is a proposal to expand the service to provide family support directly. In 2007/08 70% of prevention programmes were supported by parenting interventions in Worcestershire and 100% in Herefordshire.

The YISP services in both Herefordshire and Worcestershire promote service user engagement and participation, including using information from service users to inform service delivery. In Worcestershire service users have recently been used as part of an assessment centre for key worker recruitment.

Worcestershire YISP also has an Early Intervention Keyworker, who is currently based at a targeted High School and makes up part of the multi agency support team (MAST). Other agencies involved include Family Support, Education Psychologists, Connexions and the Youth Service. The project focuses on increasing the attendance and attainment, improving behaviour and reducing exclusion. The YISP E I Keyworker, provides a community work link with the high school.

The Prevent and Deter Schemes in North Worcestershire, South Worcestershire and Herefordshire continue to be effective in identifying young people at risk of committing anti-social behaviour and crime and putting in place programmes to reduce the risk. The last self assessments submitted to Government Office West Midlands rated all three schemes as green. The Herefordshire Connexions targeted Positive Activities for Young Offenders (PAYP) scheme is linked into the Prevent and Deter scheme. In Worcestershire the YOS has part funded a Prevent and Deter mentoring project.

In Herefordshire other initiatives contributing to this performance area are a Restorative Justice in Schools project, led by the Police and supported by the YOS RJ Officer, targeting parenting work through the Prevent and Deter process and the YOS supporting Police visits to young people demonstrating anti social behaviour at the ABC stage of the ASB process.

In Worcestershire the YOS has promoted the use of restorative processes for behaviour management in the LA Children Homes supported by a joint Police, CPS, YOS and Children Services protocol.

The YOS is contributing to the development of the emerging Targeted Youth Support arrangements in both counties.

C1.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Within current service delivery the optimum reduction in first time entrants has been attained compromising the ability to improve on or sustain current level of performance.	Investigate with partners, via the LCJB, the potential of piloting a community resolution initiative (initiative which diverts potential first time entrants to the youth justice system through the use of restorative practices)	Agreement to pilot a CR initiative. Effective interventions to reduce recidivism in young people engaged.	HOS	Dec 2008
Uncertainties regarding the allocation of Area Based Grant funding beyond March 2009 – placing service delivery model at risk in Herefordshire and reduced service in Worcestershire.	Ensure that YOS continue to promote positive outcomes of the prevention work.	Raise awareness of effectiveness of preventative work – demonstrate positive outcomes for young people and families.	Prevention Manager	Ongoing to 31/3/09
	Scenario planning for service delivery model if ABG not allocated	Transition to new delivery models if required	DHOS	31/12/09
At risk young people not being identified and offered appropriate services	Joint planning and strategy for provision of targeted services for young people at Tier 2.	Effective Targeted Youth Support arrangements in place in Worcestershire and Herefordshire. Young people with additional needs identified and provided for.	DHOS	31/3/09

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

Skills to Develop	Target Group	Action	Owner	Deadline
Assessment skills	New YISP Practitioners	Assessment (Onset Training)	Prevention Manager	31/12/09
Awareness of CAF	YISP Practitioners	Practitioners to attend CAF training/briefings	Prevention Manager	31/12/09

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

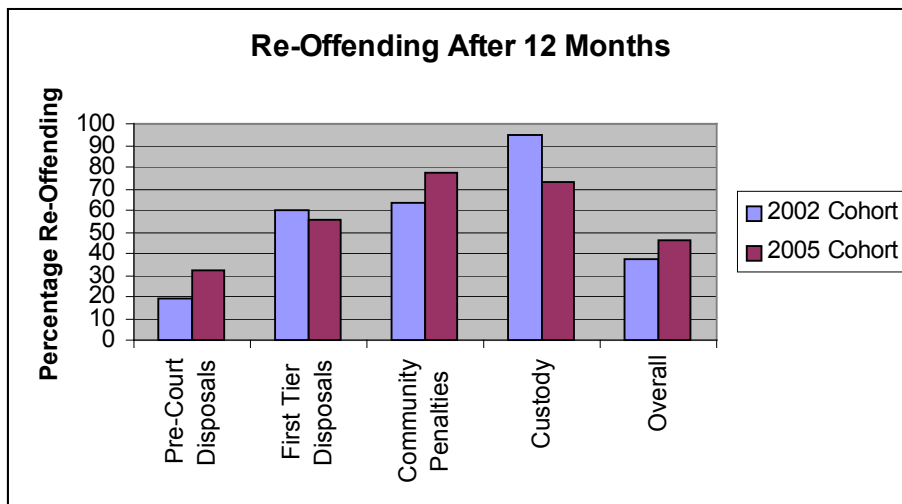
Reducing re-offending has previously been measured by tracking a cohort of young offenders (all young people receiving a substantive outcome or released from custody during October to December each year) for re-offending over a 12 month period. The performance target was to achieve a 5% reduction in the re-offending rate for the 2006 cohort compared to the 2002 cohort across each of the four populations of pre-court decisions, first tier penalties, community penalties and custodial sentences. Due to changes in the method that the proven rate of re-offending will be measured for NI 19 and the requirement to analyse a new baseline cohort, there has been no recidivism analysis for 2006 cohort. The last performance data submitted is, therefore, that for the 2005 cohort.

A comparison of the 12 month recidivism rates between the 2002 cohort and the 2005 cohort reveal that the level of recidivism has increased from 37.7% in 2002 to 45.9% 2005. It should be noted, however, that there is no evidence that this increase is a trend as the overall recidivism rates for each of cohorts between 2005 and 2006 are as follows:

- 2002 – 37.7%
- 2003 – 42.0%
- 2004 – 37.1%
- 2005 – 45.9%

Whilst this was the methodology used previously to evaluate the performance of the YOS in terms of re-offending questions have been raised regarding the reliability of these findings. Small cohorts, a methodology which has the potential of comparing unrelated cohorts without control of other variables and other problems associated with the impact of changing policy and targets, for example implementation of the Prolific and Other Priority Strategy and the Offences Brought to Justice targets raise significant problems regarding ongoing comparison between the cohorts.

Despite this health warning the comparison of the 12 month recidivism rates in Worcestershire Herefordshire between the 2002 and 2005 cohorts shows that re-offending levels for first tier penalties and custody have reduced. Conversely, re-offending levels for young people subject to pre-court interventions and community penalties have increased.



In 2007/8 the YOS established a recidivism working group, which undertook a number of analyses in attempt to identify significant factors linked to re-offending particularly in relation to young people receiving pre-court disposals and community penalties. The work remains inconclusive due to the many variables which impact and the inability to control for these.

Although the re-offending figures for young people subject to custody (73%) and for young people subject to ISSP (78%) are high, they involve small numbers of young people, 15 and 9 respectively, and the offending was less frequent and less serious in over 55% of cases. Of concern are the numbers of young offenders who re-offend on community penalties. It is proposed to undertake a benchmarking exercise with youth offending services that are performing better than Worcestershire and Herefordshire YOS in terms of recidivism for young people subject to community penalties.

Although BME groups overall are not over represented in the youth offending population in Worcestershire and Herefordshire when individual BME groups are analysed young people of mixed ethnicity were the most over-represented ethnic group in 2006/7. When we look at this ethnic group in the offending population, we see that their over-representation decreased from 0.9% in 2006/7 to 0.4% in 2007/8, a difference of -0.5%. The application of the YJB statistical test shows confidence at 82% that the decrease is statistically significant.

A Service Development Group for Referral Orders is being set up in response to the consultation exercise conducted recently by the YJB and the expected increase in such Orders following the implementation of the Criminal Justice and Immigration Act. Membership of the group represents various interest groups and includes partner agencies (including Children's Services and the Police), a Magistrate representative and the Voluntary Sector (including Victim Support). Recidivism will be a standing agenda item. A targeted recruitment exercise is being undertaken to ensure that the diversity of local populations is represented within the body of volunteer Panel Members.

Disengagement from education, training or employment has been shown to be a significant risk factor for offending behaviour. There has been steady progress in improving performance in this area since the second quarter 2006/7. In 2006/07 the YOS performance against the ETE performance indicator was 66.4%. In 2007/08 the performance increased to 78.7%. The YOS is performing significantly more effectively with those of statutory school age (89.9%) than those over (71.4%). Access to employment, training or learning placements services for those over statutory school age remains one of the most significant barriers to achievement of the previous national target of 90%. A YOS multi-agency steering group oversees education provision, developing action plans for individual cases. Research into the barriers for young people in accessing and engaging in ETE for those aged 16 plus was undertaken in 2007. The research found that the NEET group of offenders had low educational attainment, disrupted family backgrounds, substance misuse or behavioural issues. In response, during 2007/8 the Ngage project was implemented to support young offenders aged 16+ in finding and sustaining ETE placements. Since the implementation of this project, the performance for those aged 16+ has risen from 65% in quarter 2 to 71.4% quarter 3 and 79.4% in quarter 4.

The YOS has consistently performed well against Mental Health KPIs, maintaining this performance in 2007/8. All young people with acute mental health problems had an assessment that commenced within 5 working days. Verified figures so far show that 100% of young people with non-acute mental health had an assessment, which commenced within 15 working days of referral. Maintaining a high standard of service in this area has been achieved by ensuring good linkages with the CAMHS and Early Interventions psychosis teams, enabling prompt assessment, referral and intervention. New joint protocols regarding access to mental health services between the YOS and PCTs in Herefordshire and Worcestershire were put in place in April 2008.

The YOS employs four substance misuse workers, three working across Worcestershire and one in Herefordshire. The workers additionally work as part of the overall young people's substance misuse services, SPACE in Worcestershire and Zig Zag in Herefordshire, ensuring access to community based treatment services. During 2007/08 100% of cases requiring a specialist SM assessment received that assessment within five days of referral, and 98.2% cases assessed as requiring a Tier 3 intervention had that intervention commenced within 10 days of assessment. In 2007 a SM training needs audit was conducted within the YOS. It is the intention to commission training, via Mercia Net to meet the training needs identified.

In 2008 the YOS has convened an Interventions Working group to evaluate the interventions currently used in the YOS, develop a quality assurance framework for community intervention work and develop the "Pathways" implementation plans for each team. Pathways is a modular cognitive-behavioural programme which has been evaluated as effective by other youth offending service and in which the majority of practitioners in the YOS have been trained to deliver.

C2.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks				
Risk	Action	Success Criteria	Owner	Deadline
Young people in ETE figures don't increase	Maintain emphasis on NGAGE work	Maintaining or increasing performance quarter by quarter until target of 90% achieved. Increased numbers of yp engaged in ETE.	HOS	31/3/09
Numbers in education fall against previous high rates	Ensure that mainstream services focus on maintaining progress with this age group	School age group maintain levels of ETE above target %	Lead on ETE	31/3/09
Re-offending analysis remains inconclusive, meaning YOS can't identify key intervention opportunities	Bench mark good practice of higher performing YOS	Implementation of best practice and standards. Increase in proportion of young offenders not re-offending following community interventions	Information manager	31/12/08
Community sentences continue to deliver high rates of re-offending	Implement use of pathways programme more robustly	Increase in proportion of young offenders not re-offending following community interventions	ATM's	31/10/08
Quality of interventions deteriorates	Quality assurance framework for community interventions	Consistent delivery of high quality interventions. Ensure equality of service delivery across all area teams	DHOS	31/12/09
Current risk led approach in YOS and Scaled Approach (April 09) may impact negatively on recidivism rates of medium risk offenders.	Continue with the implementation of joint offender management initiative with West Mercia Constabulary	Rate of re-offending of medium risk offenders maintained or improved – less medium risk offenders re-offending after intervention.	HOS	31/3/09

C2.3 Identify workforce development plans to overcome the risks to continuous improvement				
Skills to Develop	Target Group	Action	Owner	Deadline
Group work skills	YOS staff delivering community supervision	Skills analysis during supervision and any deficit addressed through SRD process	ATM's	Ongoing
Referral Order Panel chairing –planning interventions	New Community Panel Members	Initial RO Panel Member Training	Lead for ROs	by 31/3/09
Mainstreaming SM Tiers 1 and 2 Interventions	YOS Practitioners	Commissioning of training to meet need identified in SM audit	DHOS	by 31/3/09
Identification of Mental Health issue/mental health screening	YOS Practitioners	Delivery of Mental Health Inset Training	Lead Manager MH	by 31/3/09
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

The previous performance measures relating to this area of work are to reduce the use of the secure estate for remands to 9% of the total number of remands excluding unconditional bail, and for custodial sentences to no more than 5% of all sentences imposed. In 2007/08 the performance in relation to secure remands was 10.7%, 1.7 percentage points off of the target and custodial sentences accounted for 3.4% of all sentences.

There is a higher proportionate use of custody in relation to young people from a BME background. This, however, is primarily in the North Worcestershire area where there is a higher proportion of BME groups in the general population than the average for the whole YOS area. More analysis needs to be undertaken to determine the issues behind this disproportionality.

The Effective Practice and Quality Assurance (EPQA) review, where the YOS is audited against 16 key indicators of quality, the YOS, scored 2 for resettlement and 3 for remand management (on a scale of 0 to 3).

In the April 2008 case audit for EPQA 84% of cases assessed as at risk of a remand to the secure estate had bail support and supervision offered at first appearance, 64% of cases where a remand to custody was made had subsequent bail applications made.

There is an inter-agency remand management strategy in place monitored and regularly reviewed by the Worcestershire and Herefordshire Youth Justice Forum (YJF).

Under the YOS remand management guidance the bail support officers check with the Police custody suites each morning to ascertain whether there are any unexpected young people due to be placed before the court and to commence a bail supervision assessment. Bail Support programmes continue to deliver programmes that meet required National Standards (100% in both the 2006 and 2007 NS audits). The EPQA audit revealed the bail support programmes were tailored to assessed needs in 100% of cases, and provided to support to attend Court in 100% of cases where there a risk of failure to attend court had been assessed.

As part of the West Mercia Intensive Supervision and Surveillance Project (ISSP) Worcestershire and Herefordshire YOS had 40 ISSP starts during 2007/08. ISSP remains a credible alternative to custody and positive feedback regarding ISSP programmes has been given by Youth Panel Chairmen who attend the Worcestershire and Herefordshire Youth Justice Forum. The service delivery model for ISSP was revised in June 2008 following a review in April 2008.

The confidence of Magistrates is generally high. In a recent consultation survey the four benches scored the overall performance of the YOS as good, with particular confidence in the efficiency & professionalism of YOS Court Staff & the quality of PSR's. This is reflected in the high concordance between proposals in PSRs and final sentence, which is 80%.

All PSRs for "so serious" and "all option" PSRs are monitored and counter signed by an Area Team Manager.

The YOS is represented at Court User Group meetings, Youth Panel Meetings and the West Mercia Youth Panel Chairs Meeting.

There is no specific access to alternative accommodation for young people remanded in either county. In practice young people remanded to Local Authority Accommodation in Worcestershire are accommodated at a LA Children's Unit.

In Herefordshire there has been two occasions in the last year when supervision orders have been accompanied by residence requirements using civil secure orders to meet the long term needs of young people with disturbed behaviour, with a need for stability and protection. Herefordshire are also considering developing specific foster carers to act as alternatives to the use of the secure estate for remands.

The YOS Accommodation Post is currently vacant following unsuccessful recruitment processes. The YOS is planning to investigate the possibility of filling this post via a secondment from a Housing Authority or RSL. In the interim temporary arrangements have been put in place using existing staff and a Team Manager has taken on lead responsibility for accommodation issues.

The recent independent safeguarding audit identified an extremely high quality and well run appropriate adult scheme (YSS).

National standards are well met with a clear use of enforcement. This has led to several custodial sentences where repeated breach of orders has occurred.

The case planning forums, which apply to medium and high risk cases under the YOS Management of Risk Policy provide a positive forum for increasing consistency of both service delivery and breach & enforcement. All custodial sentences and remands are reviewed through the Case Planning Forums with six monthly whole service meetings to assess any learning resulting from the reviews and, where necessary, revise processes and practice.

Specialist staff are regularly in contact with their colleagues in the YOI's most in use for young people from Worcestershire & Herefordshire.

C3.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks				
Risk	Action	Success Criteria	Owner	Deadline
The higher proportionate use of custody in relation to young people from a BME background continues and is the result of structural discrimination.	Undertake analysis into BME custody cases to identify any underlying issues.	Analysis complete, action plans in place. Reduction in the proportion of young people from BME groups entering custody	Chair YOS Diversity Group	31/12/08
	Ensure that robust alternative to custody measures are made available	Reduction in the proportion of young people from a BME receiving custodial remands and sentences.	Lead Manager for reducing use of secure estate	31/31/09
New ISSP Delivery model does not result in improved effectiveness and efficiencies.	Undertake full review of the delivery model after 10 months operation	Review completed, action plan in place if required.	ISSP lead manager	30/4/09
Accommodation Officer vacancy continues.	Undertake Liaison with RSLs/Housing Authorities regarding secondment	Agreement secured – accommodation officer in place. Improved accommodation for young people leaving custody and on remand.	Lead Manager - Accommod	31/10/09
Continued absence of accommodation resource for RLAA in Herefordshire.	Ensure this is identified in the new service partnership agreement being drawn up	Carers in place & available. Improved accommodation for young people on remand.	HOS	31/3/09

C3.3 Identify workforce development plans to overcome the risks to continuous improvement				
Skills to Develop	Target Group	Action	Owner	Deadline
Consistent assessment skills	YOS officers	Implement the “model assessment” training using in-house produced DVD	DHoS	28/2/09
Report Writing and Report Quality Assurance.	YOS Officers Managers	Training on Report Writing and Quality	DHoS	31/3/09
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

In 2007/08, 1% of cases were assessed as being very high risk of serious harm, 28% of cases as high risk of serious harm, and 41% of cases as medium risk of serious harm. During the same period 16% of all Asset assessments had indicators of serious harm, which would require a full risk of serious harm (ROSH) assessment to be completed. Of those that required a ROSH, there is only evidence that these were completed in 60% of cases, a ROSH was completed in 7% of cases where there were no indicators of serious harm identified in the Asset.

An internal audit of Assets undertaken in early 2008 revealed that there were inconsistencies in Asset completion and quality across the service. This was further confirmed by the regional Asset audit carried out as part of Electronic Yellow Envelope project implementation (electronic transfer of assessment data to the secure estate). The regional audit identified that of the 10 Assets sampled only 30% fell into the category of satisfactory or above compared to 24.2% for the West Midlands and 18% for the national baseline. An Asset Quality Improvement Plan has been put in place, which includes a more robust quality assurance process for assessments than was in place previously.

The YOS implemented a revised Management of Risk Policy (MOR) in mid 2007. The MOR includes the risk led case planning framework used by the YOS, which requires all high and very high risk of serious harm cases to be referred to the Case Planning Forum. The Case Planning Forum (CPF) comprises the Area Team Manager, the Case Manager for the case, the YOS specialist workers (e.g. CAMHS CPN, Substance Misuse Worker etc) and potentially relevant external agencies who may be involved. In practice the CPF tends to comprise most of the area team. The CPF will confirm the level of risk, inform and agree the intervention and risk management plans and make the decision whether the case should be referred under the Multi Agency Public Protection Arrangements (MAPPA) for a Multi Agency Public Protection Panel (MAPPP) Level 2 meeting. Cases are subject to quarterly reviews at the CPF.

Those cases being managed and reviewed through the CPF form the service's high risk case register and each case, will have a risk management plan in place. When the revised MOR policy was introduced risk management plans were completed in a risk management booklet, either in hard copy or electronic form. Some teams have moved to placing the risk management plan on YOIS, the YOS client and management information system.

The YOS is fully engaged in the MAPPA for West Mercia. The Deputy Head of Service is a member of the MAPPA Strategic Management Board and Area Team Managers attend the MAPPP Level 2 and MAPPP Level 3 meetings. In the first four months of 2008 ATMs attended 12 of the 13 (92%) MAPPP Level 3 Meetings held across Worcestershire and Herefordshire.

C4.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks				
Risk	Action	Success Criteria	Owner	Deadline
Inconsistent recording practices in relation to Risk Management Plans	Agree and implement service recording practice.	Risk Plans (Harm and Vulnerability) recorded consistently across service.	DHOS	31/12/09
MOR Policy inconsistently applied.	Quality Assurance Process to be put in place	MOR consistently applied. Equality of service delivery across area teams.	DHOS	31/12/09
ROSH not undertaken in all relevant cases	Implementation of the Asset QIP – quarterly reviewing	Actions completed. Risk identified in all applicable cases and action a in place to reduce risk of harm to others.	Lead Manager – Assessm't	Ongoing 08/09
New assessment QA process does not lead to improved quality	Asset audit to ascertain if QA process has raised quality.	Audit completed, revised action plan if needed. Increased quality of assessment, needs of young people identified and met	HOS	Q3 08/09
C4.3 Identify workforce development plans to overcome the risks to continuous improvement				
Skills to Develop	Target Group	Action	Owner	Deadline
Awareness of MAPPA	New staff	MAPPA Awareness briefing to be arranged with MAPPA Co-ordinator	DHOS	by 31/3/09
Use of assessment to link intervention to risk	Managers Practitioners	Using Assessment tools – YJB training commissioned from OU Internal assessment training based on commissioned DVD	DHOS	by 31/3/09
Awareness of MOR and risk planning	Practitioners	Refresher briefings in teams	Lead Manager Assessm't	by 31/10/09

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

To ascertain YOS performance in safeguarding issues across Worcestershire and Herefordshire the YOS has recently commissioned an independent audit across the service (Safeguarding Audit: April 2008). References to this document have been made in appropriate places in this outline.

Research has shown that young people in the looked after system are disproportionately represented in the Criminal Justice System. In 2007/2008, there was an increase in the proportion of looked after children issued with final warnings, reprimands or convictions in Herefordshire over the previous year's outturn. The YOS and CYPD plan to work on a joint protocol to address the issues. In Worcestershire the proportion of looked after children issued with final warnings, reprimands or convictions decreased. In Worcestershire the YOS has initiated a project to introduce restorative processes into the Local Authority Childrens' Homes, supported by a joint Police, CPS, YOS and Children Services Protocol.

Over the past 2 years there has been a rise in the number of Young People assessed as vulnerable by the YOS from 187 in April 06 to 361 in April 08 a rise of 51%. This rise commenced sharply in November 06 across all teams. It is likely the rise is as a result of increased awareness arising out of a revised management of risk policy introduced by the service at that time.

During the past 12 months out of 2753 assessments carried out on Young People 21% (n=593) were assessed as being vulnerable at a level of medium or above (396 med, 173 high, 24 very high). The number of Young People assessed as being vulnerable to any degree is remarkably similar across the three area teams.

An audit of 34 cases across the 3 area teams has been undertaken to obtain some idea of Vulnerability Management Plan completion. Of the 34 cases, 11 were assessed as very high risk of vulnerability, 12 were High and 11 were Medium. Of all the cases Vulnerability Management Plans could only be traced in 29% cases. This may be the result of inconsistencies across the service of where risk plans are recorded (see section C4.1).

Currently BME groups represent 4.1% of the total youth offending population and 4.93% of the total identified as vulnerable Young People were BME (06-08 figures) this is against an estimated two county population of 4.5% and demonstrates on the whole, that there is a proportionate representation of BME generally across our client group.

There is a sizable traveller community in Worcestershire and Herefordshire, which is not accurately recorded but is thought to be in the region of 7000. The Youth Offending Service has experienced difficulty in keeping figures concerning the numbers of travellers in our client group but the indications are that during the past 12 months the Service knew some five individuals.

The recent Safeguarding audit acknowledged that there are very low percentages of both ethnic minority service users and service users with disability but said that Youth Offending Service protocols and LSCB procedures addressed their needs. The audit went on to say that although their file reading and interviews indicated a commitment to providing equality of opportunity to travellers, they

would question as to how much awareness and sensitivity has been promoted within the service as a whole.

The number of requests for the attendance of YOS staff at Child Protection Conferences remain low against the total number of Child Protection Conferences held. The Local Safeguarding Children boards do not routinely collect data concerning YOS attendance and neither is such data retrievable from the YOS data management system.

YOS attendance at Safeguarding network meetings in Worcestershire has run at 50% over the past 15 months. There is no equivalent meeting in Herefordshire. The YOS is represented on both Local Children Safeguarding Boards by the Head of Service, and the Deputy Head of Service represents the YOS on the two Safeguarding Board Executive Groups.

With regard to the extent to which the Youth Offending Service contributes to keeping Children and Young People safe in the secure estate, the recent Safeguarding audit confirmed that there was ‘...close liaison with the YJB and careful thought being given to the most appropriate placement, plus very prompt visits following the young person being placed and then throughout the placement. Similarly there is evidence of close working relationships with the custodial institution, vulnerability assessments and attendance at meetings.’

The file audit carried out as part of the Safeguarding audit identified several cases that raised safeguarding issues and in all of them the auditors were satisfied that the issues had been appropriately handled and addressed.

The Safeguarding audit confirmed a low level of recent Safeguarding training throughout the Youth Offending Service. This shortcoming has now been addressed with training provided for all staff in July 2008. Despite the previous low level of recent training the auditors were satisfied that there is a high level of awareness of safeguarding within the YOS.

A system of ‘e-learning’ is being utilised to deliver core basic safeguarding training to staff. The system, commissioned by the Worcestershire Safeguarding Children Board and run by the E-Academy enables staff members to learn via an Internet connection at their own speed. Presently only basic training is being delivered and there are currently 74 YOS members of staff across Worcestershire and Herefordshire undertaking this training.

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

Risk	Action	Success Criteria	Owner	Deadline
Vulnerability issues not identified or assessments are not completed fully	Implementation of MOR monitoring and QA process	Comprehensive and accurate vulnerability assessments in all cases – needs of young people identified and met.	DHOS	31/12/08

Vulnerability risk management plans not in place for all young people assessed as vulnerable	Process of checking put in place.	Risk management plans in place for all vulnerable young people. Reduced risk to young people.	DHOS	31/12/09
The current PAF C18 performance in Herefordshire is sustained or deteriorates	YOS and Children Services Protocol to be put in place and actioned	PAF C18 performance improves – narrowing the gap in outcomes between LAC and young people in the general population.	HOS	31/12/09
Salaried staff, sessional staff and volunteers do not understand safeguarding procedures	Ensure that all staff are aware of YOS safeguarding procedures.	All staff aware of procedures – procedures consistently applied and risk of harm to young people reduced.	DHOS	Ongoing
Safeguarding action plan not fully implemented	Quarterly review of action plan at Leadership Team Meeting	All actions completed – consistent practice in safeguarding and risk of harm to young people reduced.	DHOS	Throughout 2008/2010

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

Skills to Develop	Target Group	Action	Owner	Deadline
Awareness of Safeguarding and child protection issues	All staff	All staff to attend Group A or L1 (single agency) Safeguarding Training	DHOS	31/3/09
Further safeguarding training for staff.	Selected Practitioners/Managers	Further training needs to be identified in supervision and referrals made to relevant LSCB courses	All Line Managers	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 Worcestershire & Herefordshire YOS was subject of an inspection in 2005 with a follow up in 2008, which identified that it was on a trajectory of continual improvement. This is evidenced through improving performance returns and consistently high compliance with National Standard requirements leading to an improved national rating of 4 in 2007/08 compared to 3 in 2006/07.

The YOS has shown year on year improvements against the YJB key performance indicators and met 84% of its targets in 2006/7 rising to 91% in 2007/8. In both Performance against KPI's and National Standard compliance the YOS is performing higher than the family group, regional and national averages. During 07/08 the YOS progressed from level 3 to level 5 for KPI performance and level 4 to level 5 for National Standard compliance. YOS overall performance is in line with the family group average & above both regional (69.9%) and national average performance (68.2%).

In relation to diversity issues, YJB assessments of WHYOS are that there is improving confidence that BME communities are less likely to be over represented in the youth justice system locally, based on returns of an 82% confidence level which score a rating of 2 (3 being the highest)

Although not easily monitored there is recognition that there is a high proportion of Traveller families both settled and travelling, in both counties, with children and young people in the youth Justice system. Work has been undertaken to reduce future entry into the system through a parenting initiative run successfully on two occasions in the last 12 months.

The LCJB is currently reformulating its plans for improving confidence in the local criminal justice system. The confidence of Magistrates is generally high. The four benches score the overall performance of the YOS as good, with particular confidence in the efficiency and professionalism of YOS Court Staff, and the quality of PSR's.

WHYOS have purchased *Viewpoint* a web based participation and engagement tool which will be implemented in September 2008. This will enable the YOS to gain regular and sustained feedback from young people, parents and victims at all parts of the YOS work spectrum from those at risk of offending or anti-social behaviour to those leaving custody.

Feedback from children & young people on YISP has been very positive and is located in the independent evaluation undertaken in autumn 2007. This also gained the recognition of the Children's Commissioner who visited children, parents and YISP Staff in spring 2008 to discuss the positive performance and feedback of this project. A notable public success has been where a young person has gone on to deliver courses to other young offenders receiving public acclamation for his successful turn around.

Feedback from Parents is extremely positive. Group feedback reports 99% satisfaction with input & learning. This includes 78% satisfactory or positive with a further 21.5% very positive. Individual comments from parents demonstrate that engagement is good with Staff presenting as approachable. Parents' asking for contact to continue after orders have ended is particularly promising.

Victims of Youth Crime are reporting consistently high levels of satisfaction with the service they receive. However only around 30% of victims choose to be involved and of these 86% comment on their experience.

During 2007 the YOS established a time limited engagement with faith communities project. This project aimed to raise awareness of the youth justice system within the different faith communities in Worcestershire and Herefordshire. Some work resulting from this project is continuing in Kidderminster.

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

Risk	Action	Success Criteria	Owner	Deadline
Unfamiliarity with Breach hearings by individual magistrates is leading to lack of knowledge & therefore confidence in the robustness of the process	Each Team to brief Youth Panels on number of breaches & outcomes twice a year	Magistrates report improved scores in annual feedback questionnaire. Improved confidence in work of the YOS, maintaining concordance rate, and ensuring meeting needs of young person is met.	Area Team Managers	31/3/09
Some Magistrates are reporting that they don't know the levels of success of YOS administered orders	Each Team to brief Youth Panels on outcomes of YOS orders twice a year	Magistrates report improved scores in annual feedback questionnaire.	Area Team Managers	31/3/09
Lack of a communications strategy means that media coverage is low with most stories relating to young people being negative.	Develop & implement a communication strategy	Increase positive YOS media coverage to 4 stories a year	DHOS	31/10/08
Limited victim involvement in RJ processes	Increase level of victim involvement.	35% of victims involved, improved satisfaction of victims, improved awareness of young people of the consequences of their actions.	RJ Lead	31/3/09

Services not meeting users needs. Service not responding to stakeholder requirements.	Development of a service users and stakeholder engagement and participation strategy	Strategy and action plan in place and implemented. Greater participation and engagement of service users and stakeholders in informing service delivery.	DHOS	31/3/09
--	--	---	------	---------

C6.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Communication & presentation skills	Area Team Managers & Senior Managers	Provision of Media/presentation training for all Managers	DHOS	31/1/09

C6.4 YJB risk to future delivery assessment comments

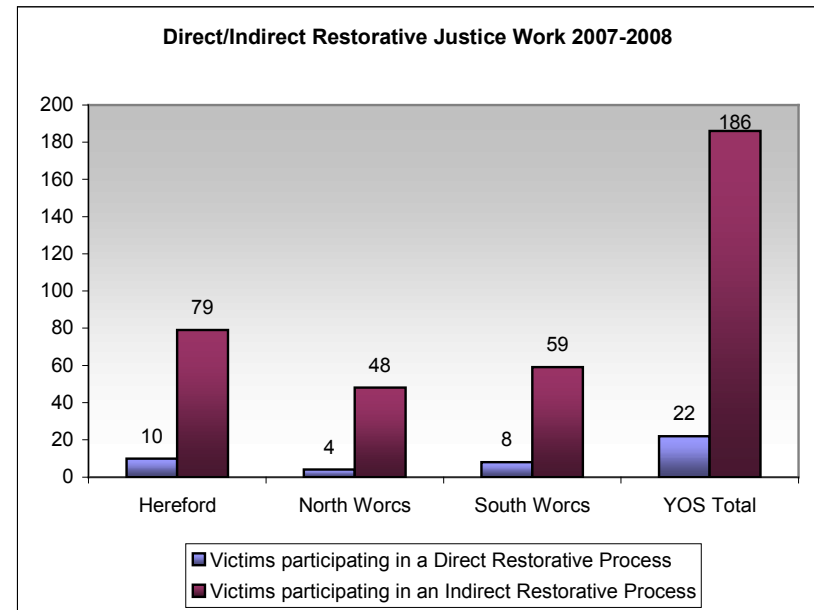
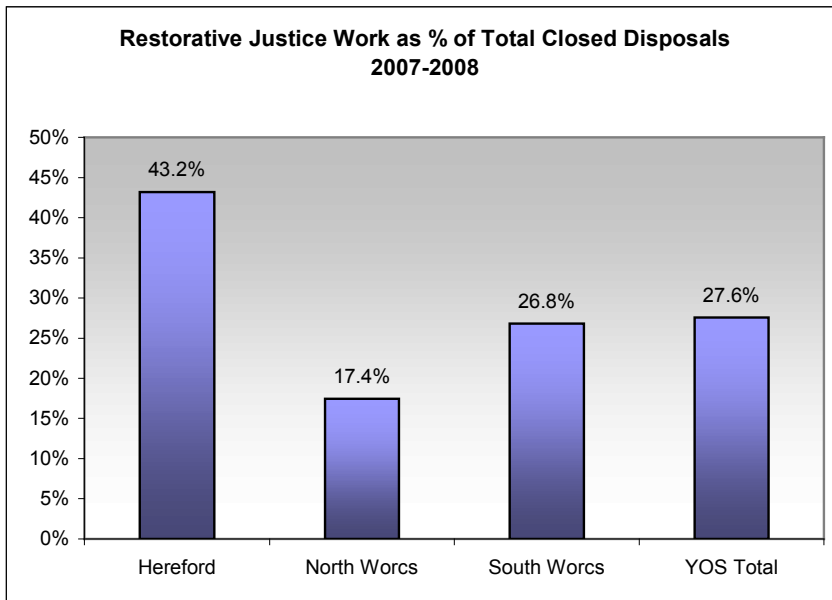
--

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

Over the past 12 months there has been an overall significant improvement in the number of victims being contacted and their levels of satisfaction have risen also. In 2006/07 16.2% of victims were involved in restorative processes compared to 27.6% in 2007/08. This is against a national target of 25%. Where victims have provided feedback 100% were satisfied with the service received.

Performance levels have consistently been met and overall are continuing to increase. Factors contributing to this are the employment of dedicated victim contact officers within area teams, improved recording and an improvement plan, which is monitored by the Internal RJ & Victim Work Service Improvement Group. This group consists of the Lead Manager for RJ & Victims, Victim Officers, RJ Officer, Reparation Officer, lead Manager for Referral Orders and representation from the 3 Area YOT's. As a service we are compliant with the Codes of Practice for Victims of Crime but again through this group we have continued to make improvements to our leaflets and our partnership working with other agencies including Victim Support.



Whilst currently our indirect RJ activity far outweighs our direct activity, some excellent direct processes have taken place within the secure estate, referral panels, corporate and retail and both local Authority and Private Children's Homes. Also the number of direct reparation placements is also steadily increasing as victims gain confidence in the service we can offer to them.

The YOS staff Conference last year was dedicated to RJ and Victims, which highlighted the work undertaken by the RJ Officer in relation to introducing RJ processes into LA Children's homes in Worcestershire and the ongoing work of the Victim Officers in addition to speakers with a national profile in RJ work. This raised awareness to all levels of staff and from that conference a number of initiatives have resulted e.g. an opt out victim leaflet which is sent to victims at the very start of the process and a video messaging facility which will be available for teams to use with victims.

Currently our RJ Strategy and Victim Policy is being reviewed in order to incorporate our preventative work around ABCs/ASBOs and the new developments in our victim service. In the Herefordshire LAA there is a target to reduce low levels of crime, disorder and anti social behaviour that the local YOT along with the police, local forums and other community agencies will work together to achieve. Similarly, in Worcestershire a Community Resolution Scheme is being looked into for dealing with low level crime and disorder.

The Local Criminal Justice Board is developing a Victim and Witness Sub Group to look at Victim satisfaction and the Lead Manager for RJ & Victims will represent YOS on this in future.

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

Risk	Action	Success Criteria	Owner	Deadline
Capacity and Sustainability for more direct (& indirect) RJ processes in core YOS and prevention work	RJ & Victim Training Pack	35% of victims involved, improved satisfaction of victims, improved awareness of young people of the consequences of their actions.	DHOS/ Lead Manager	31/3/09
Compliance with YOS procedures/staff roles and responsibilities in relation with working with victims	RJ and Victim Group to monitor. Supervisors to monitor through supervision.	Satisfaction of Victims maintained at a high level.	Improvement Group	31/1/ 09

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

Skills to Develop	Target Group	Action	Owner	Deadline
RJ and Victim awareness	All YOS staff, Selected Panel members & CSOs	Commission training on the delivery of RJ Processes and victim awareness	DHOS	by 31/3/09

C7.4 YJB risk to future delivery assessment comments

--

SECTION D – BUSINESS CHANGE AND INNOVATION

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

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

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

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

Introduction of CJSSS in the youth Courts across this YOS area, commences in South Worcestershire Youth Court on 1 October 2008, followed by Hereford Youth Court on 15 October and Kidderminster and Bromsgrove and Redditch youth Courts on 29 and 30 October respectively. Regular Meetings have been set up at a strategic and local level involving all of the relevant agencies and implementation plans agreed, with minor variations between areas to address local issues.

West Mercia police already send information on young people charged (YOT 1) to the YOS via secure E-mail, thus giving optimum time for knowledge of the young person to be checked on YOS systems and with partner agencies. The YOS has access to YOIS and other computer systems at each of the courts through a secure network. This will enable speedy access to information and the ability to prepare Fast Delivery Reports for the court. Templates for Fast Delivery Reports are being created and will be available by mid August in order to enable staff to familiarise themselves with them.

Police will charge all young people to the morning hearings in order that pleas can be entered and matters stood down for assessment to be carried out and reports prepared for the afternoon hearings.

Crown Prosecution Service will make disclosure documents available to YOS and defence 24 hours before the hearing in order to assist the submission of pleas at the first hearing.

There is adequate accommodation available at all of the court buildings for young people to be interviewed and assessed.

Necessary YOS staffing resources have been assessed using data from a three month period. Staff will be briefed during August and September. It is estimated that 75% of cases currently requiring a Pre-Sentence Report will be able to be dealt with using Fast Delivery Reports on the day.

D2 Identify risks to implementing the business change or innovation and plans to overcome the identified risks				
Risk	Action	Success Criteria	Owner	Deadline
Occasions when there is a high number of young people requiring assessment and preparation of Fast delivery reports	Such occasions to be identified in advance from court listings and additional staff rostered to be available at court.	All requests for Fast Delivery Reports being met., young people being dealt with as soon as possible following charge.	Assessment, Bail and Court Services Area managers.	Immediate
Magistrates miss assessing the level of seriousness as “so serious” thus necessitating a PSR, where a community sentence is eventually made.	Joint training with court staff to magistrates in order to reduce this risk. Review of any incidences after 6 months.	Number of such incidences reduced to a minimum. Maintaining/reducing the proportions of young people sentenced to custody.	Assessment, Bail and Court Services Area managers.	February 2009
D3 Identify workforce development plans to overcome the risks to continuous improvement				
Skills to Develop	Target Group	Action	Owner	Deadline
Ensure awareness of CJSSS in the YOS and implications for the service	ALL staff	Briefing to all staff re CJSSS in Youth Court and changes required to YOS practice.	Assessment , Bail and Court Services Area managers.	31 August 2008
Familiarity with Fast delivery Report format.	YOS staff who undertake court duty	Introduction and briefing through team meetings.	Assessment , Bail and Court Services Area managers.	30 September 2008

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, YOTs will be expected to implement the scaled approach model from April 2009, which will coincide with the introduction of the provisions arising from the Criminal Justice and Immigration Act. The most significant youth justice provision in the Act relates to the Youth Rehabilitation Order (YRO).

The Criminal Justice and Immigration Act 2008 introduces the generic community sentence for young offender, the Youth Rehabilitation Order. This order replaces most of the current community based court orders with a generic order comprising up to 14 different requirements. The scaled approach, due to be implemented at the same time as the YRO, allows interventions and frequency of contact standards to be varied according to the assessed levels of risk on the basis of more intensive interventions and greater frequency of contact standards for high risk cases.

The scaled approach is similar to the risk led case planning framework currently implemented within Worcestershire and Herefordshire YOS. The current arrangements, however, do not allow the variation of National Standards according to assessed risk levels. The basic processes of assessment of risk and mapping content and intensity of intervention are, therefore, already in place.

The YRO will require a more targeted approach to proposals in pre-sentence reports and both the proposed requirements for the YRO and the scaled approach will have to be informed by a comprehensive and accurate assessment using the Asset assessment tool. An audit of Assets conducted in early 2008 revealed inconsistencies in assessment quality across the service. A priority for the service is, therefore, to ensure quality of assessment through training, implementation of effective quality assurance processes and the ongoing implementation of the asset quality assurance improvement plan.

The YOS has commissioned the development of a DVD based Asset training resource specifically designed to improve assessment skills.

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

Risk	Action	Success Criteria	Owner	Deadline
Current Management of Risk policy and risk led framework does not fit with scaled approach guidance	MOR policy reviewed and revised when final YJB scaled approach case management guidance and national standards published	Revised MOR and Case Planning Guidance in place.	HOS	31/3/09

D3 Identify workforce development plans to overcome the risks to continuous improvement				
Skills to Develop	Target Group	Action	Owner	Deadline
Understanding of Scaled Approach and YRO	Managers Practitioners	Youth Justice: A scaled approach and the YRO training commissioned by YJB from the OU	DHOS	31/3/09
Understanding of new National Standards	Managers Practitioners	Internal briefings on national standards and flow charts	IPM	31/3/09
Use of assessment to link intervention to risk	Managers Practitioners	Using Assessment tools – YJB training commissioned from OU Internal assessment training based on commissioned DVD	DHOS	31/3/09
D4 YJB risk to future delivery assessment comments				

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.

In 2009/10 and 10/11 the YOS will be required to maintain the same level of investment in commissioning NQF courses as the YJB makes in 2008/09. In order to prepare for this change the YOS will need to have a clear picture of those staff who have already undertaken NQF qualifications.

There are financial implications for the YOS from the need of direct commissioning of the NQF courses from 2009/10. The YOS already has a number of staff undertaking the OU Foundation Degree in Youth Justice and the final level 2 module will need to be met by the service, as will anyone commencing the NQF courses during 2009/11. In addition to this four staff are completing the NTU Foundation Degree in Youth Justice and are being offered the opportunity to undertake a further module to acquire a BA (Hons) degree in Youth Justice. It is unlikely that there will be an increase in partner funding to allow the training budget to increase and the result will be less budget available to commission internal training. In this context the in kind contribution of access to partner agency training programmes will become increasingly important.

The YOS has a strong presence at the Regional YJB HR and Learning Forum and maintains good links with the YJB Regional Workforce Advisor, allowing the YOS to be fully informed of the development of the YJB's Workforce Development Strategy. In preparation for direct commissioning the service has developed links with the OU at a regional level via the regional HR and Learning Forum.

The YOS welcomes the development of the Youth Justice Learning Environment by the OU, which will expand the e-learning opportunities of staff. This has the potential of reducing the cost to the YOS of the delivery of INSET training modules, which have previously been delivered through the commissioning of external trainers.

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

Risk	Action	Success Criteria	Owner	Deadline
Training budget not being sufficient to support ongoing development of staff	Audit to determine the number of staff undertaking NQF courses which will require YOS investment and the projected course place requirements	Identification of budget requirements for 09/10 and 10/11 of meeting requirements of the YJB Workforce Development Strategy.	DHOS	30/09/08

YOS training plans for 2009/11 not meeting developmental needs of service and staff	Audit of training of staff to ensure up to date training records. Ensure that individual learning need identified through appraisal process	Outline workforce development plan in place for 2009 - 2011	DHOS	31/12/08
D3 Identify workforce development plans to overcome the risks to continuous improvement				
Skills to Develop	Target Group	Action	Owner	Deadline
Full range of skills needed to deliver effective services	All staff	All staff learning and development needs to be identified.	All line Managers	30/09/08
D4 YJB risk to future delivery assessment comments				

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

Worcestershire & Herefordshire YOS is working to respond to the different needs of two local authority areas. Each area has different structures & priorities for their local communities. YOS Management are engaged with both authorities in integrated workforce development and seeking to ensure that YOS Staff whether core or seconded are able to access relevant joint skills training envisaged by both the DCSF & the YJB.

Over the last year YOS job descriptions have been reviewed to ensure that there is a career path that can be followed from sessional work through to qualified YOS officer. This has also allowed for clearer access paths to particular roles, linking internal training, levels of external qualification & professional qualifications to ensure the widest consideration of skills & knowledge can be considered for each role within a consistent framework.

During 2008/9 each Local Authority area is refining their integrated workforce developments, however these develop, it is clear that YOS Staff will need to be involved in the following:

- Safeguarding
- Common Assessment
- Targeted Youth Support
- Diversity
- The scaled approach
- The Youth Rehabilitation Order

In addition, these learning needs have been identified within YOS:

- Induction
- Assessment
- Engagement
- Intervention
- Communication skills

Safeguarding

Both counties have the same basic safeguarding procedures, which is helpful to a cross authority service. The YOS has undertaken an audit of safeguarding practice, which has led to new single agency procedures and identified the need for refresher training for many staff, and this has been partly met through training provided as part of the launch of the new YOS procedures.

Common Assessment Framework

Each county has slightly different approaches to delivering CAF. YOS has identified where CAF is likely to fit alongside both YOS & YISP work. Staff are due to receive multi agency CAF training in both counties throughout the autumn of 2008.

Targeted Youth Support

As the development of TYS occurs YOS Staff will need briefings to ensure they are clear about their part in the differing strategies in each county.

Diversity

Previous diversity training has been poorly delivered and lacking relevance to the needs of the area. YOS are planning to commission further more appropriate training including sessions in relation to Travellers.

The Scaled Approach and Youth Rehabilitation Order

The YOS will be utilising the courses commissioned from the OU by the YJB. There are two courses, both covering the core elements of assessment, the scaled approach and the YRO. The first course, academically accredited, is aimed at experienced and senior staff. The second course, which is completely web based, is aimed at all practitioners

In addition to the OU learning routes it is planned to develop a joint training programme with the courts is for the later part of 2008/9

Induction

The YOS reviewed and revised its Induction Policy during 2007. In 2008/09 it is proposed to implement central monitoring of induction (previously monitored at a local team level).

Assessment

Although Asset INSET training has been regularly provided the recent Asset audits identified the need for ongoing assessment training in order to ensure consistency. The YOS is developing its own interactive DVD assessment training package. This will be available and training rolled out in the last six months of the year. This will be complimented by the OU course to prepare staff for the implementation of the YRO and the scaled approach.

Engagement

The implementation of the Viewpoint system requires the identification & training of champions for each Team, trained in depth in relation to Viewpoint and that all YOS Officers and specialists receive basic information to enable them to support young people & Parents in accessing & using Viewpoint.

Intervention

The YOS has commissioned a range of training on interventions including training most practitioners in the delivery of “Pathways Plus” a cognitive-behavioural offending behaviour programme which has been evaluated as effective in reducing risk. In 2008/09 it is planned to provide refresher training in mental health issues, group work skills, the delivery of Tier 2 substance misuse interventions and RJ processes and victim awareness.

Communication

Training in communication and presentation skills has been identified for staff to enable them to contribute to increasing the level of internal confidence and external knowledge of YOS services & performance. Training in negotiation & brokerage skills has been identified for education and Ngage staff to access maximum opportunities to engage young people in ETE.

Community Panel Member Training

The YOS annually run training for Community Panel members. In 2008/09 this is particularly important because a number of existing Panel Members will be lost due their having served the maximum period of two three year terms.

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

Risk	Action	Success Criteria	Owner	Deadline
No change in levels of diversity training for front line staff	Some robust and relevant diversity training	All staff undertake training which feedback should have been relevant to their day to day work. Ensure needs of young people from BME groups are met, reducing any disproportionality.	DHOS	31/3/09
Training budget not being sufficient to support ongoing development of staff	Audit to determine the number of staff undertaking NQF courses which will require YOS investment and the projected course place requirements	Identification of budget requirements for 09/10 and 10/11 of meeting requirements of the YJB Workforce Development Strategy.	DHOS	30/09/08

E1.3 YJB risk to future delivery assessment comments

Occasions when there is a high number of young people requiring assessment and preparation of Fast delivery reports

SECTION E2 - RISK TO FUTURE DELIVERY ASSESSMENT SUMMARY

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

The Youth Offending Service has had a successful year, improving its overall performance from Level 3 to Level 4 and achieving Level 5 for both KPI performance and National Standards compliance. Our principal aim is to prevent offending and an impressive reduction in the numbers of first time has been achieved during the last year. The improved performance against the engagement in education, training or employment performance measure is also worthy of note rising from 66.4% in 2006/07 to 78.7% in 2008/09. These improvements are a credit to both the managers and staff within the service.

The YOS continues to be well supported by partner agencies through staff, cash and in-kind contributions despite the challenging funding environment locally. As a public service we recognise the need to achieve value for money in the services we deliver and financial scrutiny remains a priority for the Board.

As ever much remains to be achieved in the coming year. Our performance priorities are the prevention of offending, the prevention of re-offending and engaging young offenders in ETE provision. We expect the service to be fully engaged in the development of Integrated and Targeted Youth Support and as a Management Board we will be reviewing the governance arrangements and defining our relationship with the two Children's Trusts.

The overall direction of travel for the YOS has been very encouraging and we are confident that our improvement actions as set out in this Youth Justice Plan will ensure continuous improvement throughout 2008/09 and that the YOS will deliver on performance outcomes for children and young people.

E2.2 YJB risk to future delivery summary comments

E2.3 Review and sign-off					
Name:	Richard Hubbard	Job Title	Director of Children Services, Worcestershire County Council.	Date	
Name:	Sharon Menghini	Job Title	Director of Children Services, Herefordshire Council	Date	
Name:	David Chantler	Job Title	Chief Executive, West Mercia Probation Trust.	Date	
Name:	Sharon Gibbons	Job Title	Chief Inspector, West Mercia Constabulary.	Date	
Name:	Yvonne Clowsley	Job Title	Deputy Director of Commissioning & Strategy, Herefordshire PCT.	Date	
Name:	Sandra Rote	Job Title	Director of Clinical Development, Worcestershire PCT.	Date	

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?

The self assessment and analysis of “where we are” approach was felt to be useful, but needs to be built upon to become a more effective planning tool, see F2.

F2 What could have been developed further?

This process has concentrated, in detail, on where we are now and where we have come from but does not detail where we want to be. Greater emphasis on the improvements the service needs to make and where the service wants to be in terms of performance and in achieving outcomes for young people would enhance the process. Action planning in terms of mitigating risks lends itself to process actions and process measures of success and not measure of success in terms of outcomes for young people.

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

The process needs a focus on the improvements to be made – where the service wants to be.

The process of action planning needs to be more focused on outcome success measures for young people, their families and victims.

F4 Do you have any other comments?

The timing of the process did not fit with other planning processes locally. The guidance lacked clarity of what was required. The late release of the planning tool means that this plan will not be agreed until six months into the year it relates to. Ideally new guidance and plan format needs to be released in Autumn, so services can start the planning process early with enough time for meaningful engagement, participation and consultation with stakeholders and service users. This has been significant piece of work, and in terms of planning a more medium term approach would be more effective and we would, therefore, support an approach of a three year plan with annual updates.