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# WORCESTERSHIRE & HEREFORDSHIRE YOUTH JUSTICE PLAN UPDATE 2004/05

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**Prepared on behalf of:**

**The Chief Officers Steering Group (Youth Justice)**

**By:**

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Head of Youth Offending Services**



# CONTENTS

<b>Section A: <i>Summary and Approval</i></b>	<b><i>P2</i></b>
<b>Section B: <i>Prevention Strategy</i></b>	<b><i>P8</i></b>
<b>Section C: <i>Governance and Resources</i></b>	<b><i>P13</i></b>
<b>Section D: <i>Performance Targets</i></b>	<b><i>P19</i></b>
<b>Section E: <i>Learning and Development</i></b>	<b><i>P45</i></b>

**Section A: *Summary & Approval***

## Section A: Summary and Approval

### ASSESSMENT OF THE CHAIRS OF THE STEERING GROUP

The Chief Officers' Steering Group (Youth Justice) is committed to its role of providing oversight and support to the Youth Offending Service.

In 2003/04 the Steering Group undertook a positive self-evaluation of how it functions and its effectiveness against the relevant draft inspection guidelines for Youth Offending Services.

The Steering Group continues to provide a strong emphasis on performance management with respect to the Youth Justice Board performance measures, the Effective Practice Quality Assurance framework, compliance with national standards, and thematic audits. In addition, cross cutting targets affecting the Youth Offending Service are regularly reviewed within the group.

All partner agencies represented by the Chief Officers' Group continue to support the Youth Offending Service, and have provided the equivalent of a 2.25% uplift to the Youth Offending Service budget for 2004/05 .

The Steering Group recognises the progress the Youth Offending Service has made during 2003/04, and anticipates further progress during 2004/05.

**Rob Sykes**  
**Chief Executive**  
**Worcestershire County Council**

**Neil Pringle**  
**Chief Executive**  
**Herefordshire Council**

### SUMMARY

Overall, the YOS progress in 2003 against the Youth Justice board (YJB) Performance Measures can be summarised as follows:

	2002	2003
Achieving or Above YJB Target	8	9
Within Band close to YJB Target	8	8
Progress required against YJB Target	3	2

**NB – Final verification of these scores awaits YJB updated guidance for scoring**

The year has seen consolidation of the impressive baseline set in 2002 with no areas where there has been a reduction in performance. Whilst there has not been significant change in the bandings above, there has been movement in the right direction within most bandings and this is identified in each of the relevant performance measures (see section D). Inevitably there are areas for improvement and particular attention is required in 2004/5 to work with partners to improve access to Education, Training and Employment (particularly 16+ provision), appropriate accommodation provision and CAMHS services (particularly in Herefordshire). In addition, further work needs to be undertaken with the secure estate in ensuring that DTO sentence planning targets are met.

Of particular importance has been the progress made against the primary aim of reducing offending by young people. 2003 has seen reductions in the numbers of young people associated with each of the priority offences identified by the YJB. These can be summarised as follows:

**Vehicle Crime** – There has been a 19% reduction in the number of young people involved in vehicle crime between 2002 (155 young people) and 2003 (125 young people). Added to the 6% reduction already achieved between 2001 and 2002, the YOS has exceeded the YJB target of a 20% reduction by December 2004.

**Burglary** – there has been a 5% reduction in the number of young people involved in domestic burglary between 2002 (86 young people) and 2003 (81). However, given that this figure rose between 2001 (78) and 2002 (86), the YOS has not achieved the target set by the YJB of an 8% reduction between 2001 and 2003.

**Robbery** – the number of young people involved in robbery has fallen dramatically from 33 in 2001 to 14 in 2003. The YOS has far exceeded the 5% reduction target set by the YJB. Overall the numbers of young people involved in violent crime has remained relatively stable in the last 2 years which goes against the national trend of significantly rising numbers of offences of violence.

Whilst the performance measure associated with prevention has been modified, the YJB will continue to monitor the progress Youth Offending Services make against these offences and Worcestershire and Herefordshire YOS is determined to build on the good progress identified above.

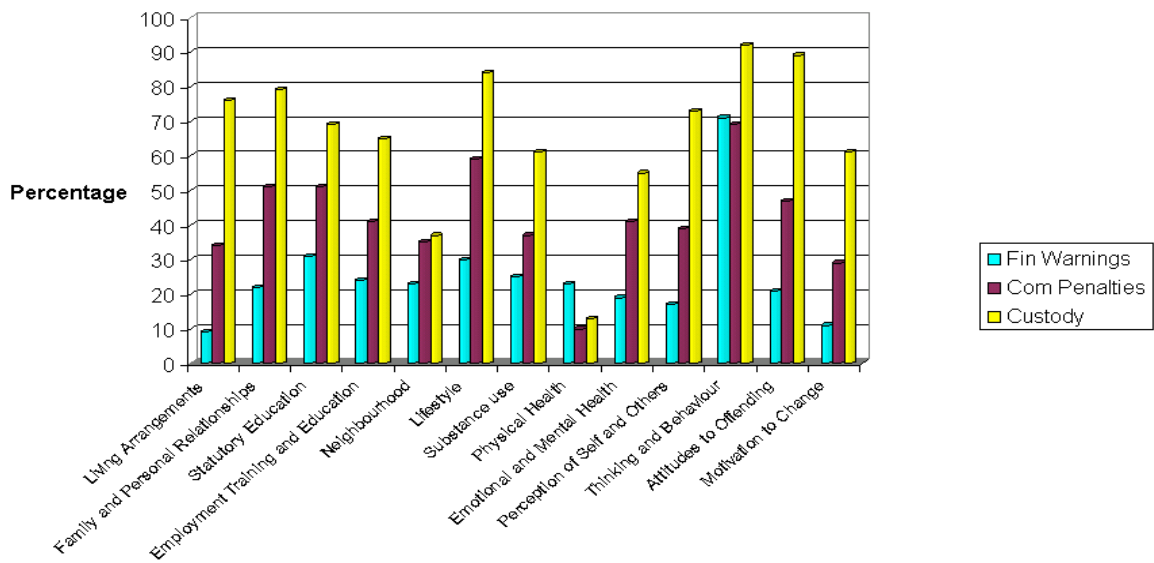
This trend for reduced offending is also reflected in the overall recidivism rates. Analysis of the 2001 YOS cohort (that is those receiving a substantive outcome between October and December 2001) compared with the 2000 cohort over a two year follow up period, shows an overall reduction in offending of 7% using the YJB counting rules (NB. THIS IS SUBJECT TO FINAL CONFIRMATION BY YJB). A more detailed breakdown shows significant variations across types and levels of intervention. For example, a 15% reduction has been achieved in the pre-court and custody cohorts whilst offending has risen by 5% in the community penalty cohort. There has also been a rise in offending in the first tier cohort – typically comprising of court outcomes that do not involve the YOS (although this will change from 2002 onwards with the introduction of referral orders into this cohort). Further analysis also identifies that even when a young person does commit further offences in the follow up period during and after a YOS intervention, the young person is likely to offend less frequently and commit offences of a less serious nature than in a similar period before sentencing.

Whilst caution is required in terms of the relatively small size of the cohorts and the small increase in community penalty offending, these findings show an overall positive trend towards reducing offending that the YOS can continue to build on in 2004. The YOS has therefore set further demanding targets for 2004 of an additional 5% reduction in recidivism rates set against the 2001 cohort.

The development of effective assessment practice has been at the centre of YOS service delivery in 2003. The YOS is very close to ensuring that a detailed assessment is completed on every young person commencing an intervention. The focus for 2004 is to continue to improve the quality of assessment practice and to implement associated specialist screening tools (e.g. mental health, substance use, basic skills). The integration of a comprehensive risk assessment into the initial assessment process will be a further area for development. The YOS will also continue to develop the link between effective assessment, report writing, and supervision planning, and will complete a full evaluation of the South Worcester pilot of electronically producing court reports from completed assessments.

Analysis of all initial assessments completed in 2003 provide an important source of information regarding other areas for improvement and greater multi-agency working in 2004/5. The following table provides a breakdown of the proportion of ASSET risk areas with a score of two or more, i.e. an indication that the area has been identified as having a direct link to the young person's offending behaviour. The table is broken down across three of the core areas of YOS work i.e. (i) those young people subject to final warning with intervention; (ii) those young people subject to community disposals and those young people subject to custodial sentences:

**Breakdown of ASSET Risk Areas Scoring 2 or More - All Start  
ASSETs 2003**



The table highlights the different but overlapping risk factors that are associated with each of these groups. These can be summarised as follows:

YOS Target Group	Top 4 Risk Factors identified
Final Warning with Intervention	Education, Lifestyle, Substance Misuse, Thinking and Behaviour
Community Penalties	Family and Personal Relationships, Education, Lifestyle, Thinking and Behaviour
Custodial Sentences	Family and Personal Relationships, Lifestyle, Thinking and Behaviour, Attitudes to Offending

ASSET findings highlight the need for the YOS to continue to develop its effective practice framework with a strong emphasis on the use of validated offending behaviour programmes to address the thinking, attitudes and behaviour of young people. In addition, these findings suggest that much remains to be done to address the educational needs of young people and this remains an area where significant multi-agency progress is required. Family and Personal Relationships remains a strong predictor of likely further offending and this highlights the importance of the implementation of the Effective Practice Improvement Plan associated with Parenting provision with a particular emphasis on developing work within the family environment. It is recognised that addressing parenting issues is a multi-agency concern, and consequently the Youth Offending Service will be working to engage partner agencies in a joined-up approach. The YOS recognises that this is a priority area for development in 2004 to address the range of provision available, the skills of the team to deliver this work and also to increase the recognition of the value of parenting work in delivering the core aims of the Service. Substance use is also identified as having a strong correlation with offending and the YOS will introduce the Substance Use Screening Tool this year to ensure the specialist Substance Misuse Services are receiving appropriate referrals.

There have been significant gains made in 2003 regarding the development of effective practice in the YOS and the attention given to looking at the quality of service delivery. In particular the implementation of the Effective Practice Improvement Plans in three core areas of work (assessment,

planning interventions and supervision; final warning practice; and Education, Training & Employment [ETE] provision) have made an important contribution to this agenda. The YOS intend to build on these gains in 2004 with the introduction of a comprehensive 'Effective Practice Framework' underpinning all practice. This framework will be driven by the principle of risk with those young people at greatest risk of re-offending, harm or vulnerability being targeted for more intensive YOS intervention. An integral part of this effective practice framework will be the introduction of clear Quality Assurance procedures around all core areas of service delivery.

2003 has been a year of consolidation across many aspects of Worcestershire and Herefordshire YOS practice whilst the rapid pace of new developments and the expansion of the service has continued from previous years. In particular there have been significant developments associated with the Prevention agenda with the implementation of the Children's Fund and Youth Inclusion Support Panels in both counties. The delivery of pre-court interventions has continued to prove effective, as evidenced by the reduction in re-offending rates of this cohort. Of particular importance in 2003 has been the introduction of 'final warning surgeries' with YOS police officers involved in the delivery of final warnings at local police stations. This has not only proved successful in terms of the speed at which final warnings can be administered but has also meant these can be delivered in a restorative manner by Restorative Justice trained YOS staff. On a wider basis, 2003 has seen a substantial increase in the numbers of victims the YOS has contacted and involved in restorative justice work. The number of interventions with a restorative aspect have risen from 42% in 2001 to 59% in 2003. The employment of dedicated victim workers has made an important contribution to this development. The YOS would like to recruit additional victim support resources to continue this development but this is likely to be restricted by insufficient funding.

The last two years have seen reductions in both the use of custodial sentences, dropping from 9% in 2001 to 6% in 2003, and in custodial remands which have reduced from 53% to 37% in a similar period. It is likely that the implementation by the YOS of realistic and demanding alternatives to custody (i.e. Intensive Supervision and Surveillance Programmes and Intensive Specified Activity Programmes) have made an important contribution to this reduction. The YOS intends to continue this trend in 2004 and plans a full review of the delivery of its Bail and Remand services in a continued effort to improve effectiveness. In particular attention is required on the link between Bail ISSP and current Bail Support Programmes in an attempt to reduce the numbers of young people receiving custodial remands who then go on to receive a community penalty. For those young people who do receive custodial sentences, further work is required in 2004 to improve the speed and quality of DTO planning and the effectiveness of release plans in terms of planning for appropriate accommodation and education, training or employment provision.

Findings from ASSET, and from the review of performance against the YJB measures, have already highlighted the need for improvements in some areas of partnership working in 2004. In particular, the YOS will undertake research to establish what the circumstances are of young people who are not in full time ETE and/or not in satisfactory accommodation at the end of their intervention. Indications from 2003 are that considerable work is required to develop post 16 employment and training provision and also to make Entry to Employment (E2E) more accessible for the YOS client group. Access to appropriate accommodation also remains a considerable difficulty and whilst important gains have been made at a strategic level there are still limited resources available to move forward operational practice in this area. The Youth Offending Service will continue working with the Supporting People teams within both counties, and during 2004 anticipates submitting a project specification to support vulnerable young offenders within Herefordshire. Significant challenges also remain with regard to access to CAMHS services, especially in Herefordshire where the status of the YOS worker remains to be clarified. The introduction of the Mental Health screening tool and the confirmation of referral processes will assist internal service delivery but effective practice in this area remains dependant on access to high quality mainstream Mental Health services for young people.

In line with the recently published 'Youth Justice 2004' Audit Commission report, it is evident that the YOS has made significant progress in many core areas of youth justice service provision since its inception. However, the Service recognises that there is a need to review some of the interventions used within community penalties with a view to strengthening these and increasing their effectiveness



in terms of reducing recidivism. A review of these services will be a key target for 2004, although there are likely to be resource constraints in providing the significant changes which may be required.

In summary, there have been many positive developments in 2003 that provide a firm basis for consolidation and development in the coming year. The progress made in reducing the offending of young people has been especially important and the YOS aims to further improve recidivism rates by:

- ✓ Further implementation of the risk led approach (started in 2003) to ensure interventions are targeted towards young people presenting the highest risk of re-offending, harm to others or vulnerability.
- ✓ The introduction of a comprehensive effective practice framework providing a consistent, risk driven service with associated performance measurement and quality assurance procedures.
- ✓ Full implementation of the Effective Practice Improvement Plans for Assessment, Planning Interventions and Supervision, Final Warnings and Education, Training and Employment and the introduction of the new Improvement Plan associated with Parenting provision.
- ✓ Delivery of the YOS HR and Learning Plan for 2004 to ensure staff skills and knowledge continue to develop, particularly in the area of effective service delivery.
- ✓ Ongoing development of joint work with its partners to address the identified difficulties with regard to access to ETE, Accommodation and CAMHS services.

## Approval

**TABLE A: Chief Officer Approval of the 2004-5 Youth Justice Plan Update**

	<b>NAME OF CHIEF OFFICER</b>	<b>SIGNATURE</b>	<b>DATE</b>
<b>Chief Executive Worcestershire County Council</b>	<b>Rob Sykes</b>		
<b>Chief Executive Herefordshire Council</b>	<b>Neil Pringle</b>		
<b>Worcestershire Education Directorate</b>	<b>Julien Kramer</b>		
<b>Herefordshire Education Directorate</b>	<b>Dr. Eddie Oram</b>		
<b>Redditch &amp; Bromsgrove Primary Care Trust</b>	<b>Eamonn Kelly</b>		
<b>South Worcestershire Primary Care Trust</b>	<b>Mike Ridley</b>		
<b>Worcestershire Community &amp; Mental Health Trust</b>	<b>Dr. Ros Keeton</b>		
<b>Wyre Forest Primary Care Trust</b>	<b>Peter Forrester</b>		
<b>Herefordshire Primary Care Trust</b>	<b>Paul Bates</b>		
<b>West Mercia Constabulary</b>	<b>Paul West</b>		
<b>West Mercia Probation Area</b>	<b>David Chantler</b>		
<b>Worcestershire Social Services Directorate</b>	<b>Jennie Bashforth</b>		
<b>Herefordshire Social Services Directorate</b>	<b>Sue Fiennes</b>		

## **Section B: *Prevention Strategy***

## Section B: *Prevention Strategy*

Worcestershire and Herefordshire YOS has a strong commitment to the ongoing development and implementation of its prevention strategy first drafted in 2003. The YOS recognise the benefits of developing a range of services that target young people at risk of further offending and working with these young people in a way that minimises the likelihood that they will become established offenders. Over the last year there has been substantial developments in the prevention arena and the YOS has been at the forefront of pushing these forward across the two counties. In particular the 25% of Children's Fund monies ring fenced for youth crime has been used as a basis for the development of several major preventative initiatives. Overall, there are two major strands to current preventative work:

- A) Prevention work funded by the Children's Fund
- B) Other YOS preventative work

Preventative services linked to each of these strands are described in more detail below.

### **A) The Children's Fund Initiatives (8 to 13 year olds)**

In line with national requirements, 25% of both Worcestershire's and Herefordshire's Children's Fund is targeted at youth crime prevention and used to commission a range of preventative services. There are different models for the development and delivery of these services in each of the counties especially around the development of Children's Fund panels (see below). The YOS recognises the importance of a co-ordinated approach to planning and therefore one of the operational managers has specific management responsibility for the development of preventative services in each County. It is the responsibility of this manager, in conjunction with the YOS Head of Service, to ensure that the development of preventative initiatives occur in a planned and strategic way both within the YOS and externally to tie in with the wider county prevention strategies. There are two main facets of the youth crime prevention strategy for the 8 to 13 age group, namely:

- (1) Children's Fund Panels
- (2) Restorative Justice in schools.

#### **(1) Children's Fund Panels**

There are differing approaches to delivering the Children's Fund requirement of establishing Children's Fund Panels across the two counties:

**Herefordshire:** all allocated Children's Fund money went to establishing an independent Children's Fund Panel. The community team set up to develop and implement the Panels are not based in the YOS although the operational manager for the Herefordshire Youth Offending Team sits on the management board for this Panel and therefore the YOS has a strong input to the ongoing development of these services. The Panels are due to be operational early in 2004 and aim to target at least 80 young people at risk in the first year.

**Worcestershire:** Children's Fund money has been used to establish a Youth Inclusion Support Panel (YISP) and the decision taken to locate the team responsible for the implementation of the Panel within the YOS. A YISP team has been established with its own co-ordinator under the direct supervision of the operational manager responsible for preventative services. The YISP team, which will target 4 priority geographical areas in Worcestershire, has started to take referrals and aims to target 150 young people in its first operational year. If both Panels meet their targets, the YOS will achieve the target set by the YJB of identifying and targeting 200 young people per year.

Both the YISP in Worcestershire and the Children's Fund Panel in Herefordshire face similar challenges in terms of establishing fully functioning Panels with appropriate access routes and service delivery frameworks. In line with YJB guidance there will be formal referral, screening and assessment processes leading to clear time limited [12 to 36 weeks] Intervention and Support Plans which could include, for example, individual work with the young person, referral to mainstream agencies and family support services.

There are potential barriers to the two Panels achieving maximum effectiveness. A key challenge will be to secure the required multi-agency commitment to attending and resourcing the Panels. The Chief Officers' Steering Group (Youth Justice) has given its support to the establishment of the panels and to ensuring multi-agency representation on the panels. This has given the panels the necessary support with which to build on to provide effective preventative services. It is recognised that all partner agencies have resource constraints, individual targets and priorities that may limit their motivation or ability to provide the services to young people identified by the Individual Support Plans. Careful monitoring of these issues will be undertaken by the two teams and fed through to the appropriate senior management multi-agency forums. Beyond this a further barrier is linked to the recent uncertainty in the children's fund budget which would have severely affected both the support to the voluntary community services offered by the children's fund and the prevention services offered by the YOS.

There is a requirement for the careful monitoring and evaluation of the Children's Fund Panels and the associated referral, assessment and intervention programmes so that their effectiveness can be established at an early stage. The YOS has commissioned a specification for a possible information system to collect all required data and plans to implement a system early in 2004.

### **YISP Support Services**

The Youth Offending Service has commissioned a range of YISP Support Services for Worcestershire to ensure that there are services in place to support the Individual Support Plans. These include:

- i. Children's Fund Mentoring (to be delivered by Youth Support Services)
- ii. Family Support Services (to be delivered by Relate)
- iii. Out of School activities (to be commissioned from a range of service providers)

**(2) Restorative Justice (RJ) in schools:** Worcestershire and Herefordshire YOS is committed to the principles of Restorative Justice and to its use in the school environment both to help with disciplinary codes and to help reduce exclusions. At present the YOS are working closely with the Police, the Education Department and the Youth Service in order to identify how best to implement the 'RJ in schools' initiative. Attention is being given to identifying a school in Worcestershire who have an interest in participating in the first 'RJ in schools' pilot. There are several possible aspects to this pilot including the facilitation of RJ conferences within the school; the delivery of RJ focused classes to the pupils; the training of teachers to deliver RJ conferences and also the development of peer mediation so that RJ approaches permeate the whole school environment.

### **Links between Youth Crime Prevention Initiatives and the wider Children's Fund**

There are close links between these youth crime prevention initiatives and the wider Children's Fund services (the 75% not targeted at youth crime). For example, most of

the community organisations supported by the Children's Fund have a direct impact on supporting the work of the youth crime prevention initiatives. In addition, further links are maintained through Youth Offending Service representation on the Children's Fund Board.

## **B) Preventative work within the YOS**

In addition to the Children's Fund initiatives highlighted above, the YOS is involved in many other aspects that contribute towards the implementation of a comprehensive prevention strategy. In particular, the YOS is working closely with the Police and other partners regarding a co-ordinated approach to Anti-Social Behaviour. In 2003 the YOS commissioned research to identify 'best practice' in this area and is currently in negotiation with its partners to agree the way forward. The YOS has a strong commitment to developing services that target young people at risk of anti-social behaviour and is keen to ensure that a range of preventative services are available which enable anti-social behaviour to be tackled at an early opportunity and minimise the need for statutory orders. Examples of this include the identification of a group of volunteer mentors to deliver 'Positive Parenting Programmes' to the parents of young people involved in anti-social behaviour (see below) and the bid to the Children's Fund Board for funding to extend access to YISPs beyond the four priority areas, to include those young people at risk of anti-social behaviour and those who are Looked After.

Other key prevention initiatives include:

(i) The YOS is committed to the development of Parenting Services and currently allocates dedicated YOS officer time to the task of developing and delivering parenting programmes. In addition to this the YOS have targeted a number of volunteer mentors who have undertaken training associated with the delivery of the 'Positive Parenting Programme' (the PPP model). These volunteer mentors will be used to target families where the young person is at risk of anti-social behaviour or offending. As part of the 2004 YJB effective practice audit, the YOS is looking at the way services are currently delivered to Parents with a view to identifying areas for improvement.

(ii) Looked After Children – The Youth Offending Service is working closely with Social Services to reduce the risk of Looked After Children becoming involved in anti-social behaviour/criminal behaviour. Within Worcestershire, the bid to the Children's Fund to extend the scope of the YISP includes funds to target looked after children and offer support services to this particularly vulnerable group.

(iii) Ongoing links with the 5 Community Safety Partnerships – The YOS will continue the positive work of the last two years to work closely with the Community Safety partnerships to target local community problems linked to youth crime prevention and anti-social behaviour.

(iv) At a strategic level the Youth Offending Service is involved with both the Herefordshire and Worcestershire Children & Young People's Strategic partnerships, and is working to support the development of comprehensive services to children and young people. In addition, the Youth Offending Service is fully involved in the I.R.T./Information Sharing project and is working, in partnership with a range of other agencies, to enable a systematic method of identifying young people in greatest need of services. The Youth Offending Service has also been involved in supporting the development of SPACE, the young person's substance misuse service in Worcestershire, and provides staffing resources to support targeted substance misuse education and prevention work for vulnerable groups.

As with the Children's Fund initiatives, there are potential barriers to the development of the Youth Crime Prevention Strategy. None of the above prevention initiatives are core funded and are reliant on numerous varying and typically short term funding streams which make it difficult to develop a consistent, long term prevention strategy. This particularly applies to the YOS involvement in anti-social behaviour initiatives for which the Service has no identified dedicated budget but which is becoming an expanding demand on the service. In addition, young people over the age of 14 at risk (with the possible exception of Looked After Children and those at risk of ASB) are not eligible for the Children's Fund Panels so will not have access to the range of services available to the 8 to 13 age group. Whilst Worcestershire and Herefordshire YOS is actively involved in trying to secure longer term funding in all of these areas, there is a constant pressure to balance this against the demands of the statutory work of the YOS.

## **Section C: *Governance & Resources***

## Section C: Governance & Resources

### Governance

The Chief Officers Steering Group (Youth Justice) provides a strategic lead for the Worcestershire and Herefordshire YOS. This group determines the overall strategic direction and monitors progress against the 13 YJB Performance Measures and the wider objectives of the Worcestershire & Herefordshire Youth Justice Plan. The group also addresses resource and funding issues and other thematic performance issues such as partnership development, Preventive Strategy and Human Resources (HR) and Learning strategy.

**TABLE B: Membership of the Steering Group**

<b>NAME</b>	<b>AGENCY REPRESENTED</b>	<b>POST HELD</b>	<b>ETHN.</b>	<b>GEND</b>
<b>Rob Sykes *</b>	<b>Worcestershire CC</b>	<b>Chief Executive</b>	<b>White</b>	<b>Male</b>
<b>Neil Pringle *</b>	<b>Herefordshire C</b>	<b>Chief Executive</b>	<b>White</b>	<b>Male</b>
<b>Jennie Bashforth</b>	<b>Worcestershire SSD</b>	<b>Director</b>	<b>White</b>	<b>Female</b>
<b>Julien Kramer</b>	<b>Worcestershire Education Directorate</b>	<b>Director</b>	<b>White</b>	<b>Male</b>
<b>Eddie Oram</b>	<b>Herefordshire Education Directorate</b>	<b>Director</b>	<b>White</b>	<b>Male</b>
<b>Mike Ridley</b>	<b>South Worcestershire PCT</b>	<b>Chief Executive</b>	<b>White</b>	<b>Male</b>
<b>Paul Bates</b>	<b>Herefordshire PCT</b>	<b>Chief Executive</b>	<b>White</b>	<b>Male</b>
<b>Paul West</b>	<b>West Mercia Constabulary</b>	<b>Chief Constable</b>	<b>White</b>	<b>Male</b>
<b>David Chantler</b>	<b>West Mercia Probation Area</b>	<b>Chief Officer</b>	<b>White</b>	<b>Male</b>
<b>Diane Tilley</b>	<b>Worcestershire CC</b>	<b>Head of Chief Executive's Unit</b>	<b>White</b>	<b>Female</b>
<b>Sue Fiennes</b>	<b>Herefordshire SSD</b>	<b>Director of Social Care &amp; Strategic Housing</b>	<b>White</b>	<b>Female</b>
<b>Andrew McConnochie</b>	<b>Worcs. &amp; Herefords. YOS</b>	<b>Head of YOS</b>	<b>White</b>	<b>Male</b>

\* denotes alternating Chair

### **Line Management Arrangements and H&W YOS Staffing Structure**

The Head of the Youth Offending Service is line managed by the Head of Policy and Review, Worcester County Council. Direct access to the Chief Executives of both Worcestershire and Herefordshire is available to the YOS Head of Service as and when needed. This model builds in a clear linkage to the Chief Executives role with regard to Community Safety and Preventive Strategy.

The Youth Justice Forum underpins the work of the Chief Officers Steering Group. This group meets quarterly and has extensive statutory and voluntary sector representation. The Youth Justice Forum aims to increase the efficiency, effectiveness and equitability of the Youth Justice System in Worcestershire and Herefordshire, through a multi-agency approach to the identification of deficits in the system and to facilitate further action on areas for development where this is required. Unresolved strategic issues are fed into the Chief Officers Steering Group.

A breakdown of the current staff team can be found at the end of this section and the staffing structure is presented in Appendix A. The current delivery model seeks to retain a focused and localised multi-disciplinary Youth Offending Service across three area teams whilst continuing to develop a range of specialist services delivered to the two counties from a central base in Worcester e.g. ISSP, Final Warnings and Restorative Justice Unit.

With reference to the Youth Justice Board definitions of YOS structures the Worcestershire and Herefordshire YOS reflects a mix of a "geographically distributed generic service with elements of functional specialism". In Worcestershire and Herefordshire this means generic teams in three



## **Section C: Governance & Resources**

geographical localities supported by a central management team based in Worcester. Some specialist services are provided from Headquarters e.g. Accommodation, Reparation Services and Parenting.

The Youth Offending Service anticipates working closely with key partner agencies as the developments around integrated Children's Services become clear. The crucial role that the Youth Offending Service plays in bridging the gap between the Criminal Justice system and Children's Services is evident and this will help inform discussions around how the Youth Offending Service fits with this new structure.

### ***Recruitment Priorities***

Due to attracting external funding, the Youth Offending Service is an expanding organisation, and has an increasing need to recruit staff at all levels of the organisation. Retention levels within the organisation remain high at 86.3%, however particular difficulties have been found with recruiting qualified staff in north Worcestershire. This is largely due to neighbouring urban areas offering higher reward packages.

Recruitment priorities for 2004/05 include increasing the level and geographical spread of Youth Offending Service sessional workers, recruitment of Assistant YOT Officers (particularly in north Worcestershire), increasing the numbers of mentors available, maintaining high numbers of Community Panel members, the successful recruitment of a Deputy Head of Service, and reducing the reliance on agency workers to fill YOT Officer vacancies.

A number of strategies are in place to address these recruitment priorities. These include involvement with the local Race Equality Council in developing strategies to improve the level of Black and Minority Ethnic staff at all levels of the organisation. Ongoing links are in place with local Colleges and Universities to encourage students involved in Social Care courses to work within the Youth Offending Service. A range of media channels including websites and printed media (national, local and special interest) are being utilised to publicise vacancies. A key strategy for the coming year is the development of the Youth Offending Service communication strategy which will look at improving methods of publicising the work of the Youth Offending Service. Finally work is being undertaken to establish a clear career structure for staff entering Youth Justice, reflecting developments in the Youth Justice Board H.R. & Learning Strategy.

The following table provides a breakdown of the current Worcestershire and Herefordshire YOS Staff:-

## Section C: Governance & Resources

	Permanent	Fixed Term	Secondee Social Services	Secondee Probation	Secondee Police	Secondee Health	Secondee Education	Secondee Connexions	Secondee Other	Outsourced	Temporary	Vacant	Total
Managers Strategic	1	0	0	0	0	0	0	0	0	0	0	1	2
Managers Operational	0	4	1	0	0	0	0	0	0	0	0	0	5
Senior Practitioners (FT)	1	0	0	0	0	0	0	0	0	0	0	0	1
Senior Practitioners (PT)	0	0	0	0	0	0	0	0	0	0	0	0	0
Practitioners (FT)	3	19	3	1	3	2	1	0	1	12		0	45
Practitioners (PT)	1	2	4	2	0	0	1	0	1	3	0	2	16
Administrative	5	14	0	0	0	0	0	0	0	2	0	0	21
Sessional	0	0	0	0	0	0	0	0	0	0	18	0	18
Students/Trainees	0	0	0	0	0	0	0	0	0	0	1	0	1
Volunteer	0	0	0	0	0	0	0	0	0	0	96	0	96
<b>Total</b>	11	39	8	3	3	2	2	0	2	17	115	3	205

Gender Ethnicity													
White Male	3	13	4	1	1	1	1	0	0	7	45		76
Black Male	0	1	1	0	0	0	0	0	0	0	0		2
Asian Male	0	0	0	0	0	0	0	0	0	0	0		0
Mixed Race Male	0	0	0	0		0	0	0	0	0	0		0
Chinese/other Male	0	0	0	0	0	0	0	0	0	0	0		0
White Female	8	23	3	2	2	1	1	0	2	10	65		117
Black Female	0	0	0	0	0	0	0	0	0	0	2		2
Asian Female	0	2	0	0	0	0	0	0	0	0	0		2
Mixed Race Female	0	0	0	0	0	0	0	0	0	0	0		0
Chinese/other Female	0	0	0	0	0	0	0	0	0		3		3
<b>Total</b>	11	39	8	3	3	2	2	0	2	17	115		202

Welsh Speakers	0	0	0	0	0	0	0	0	0	0	0	0	0
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## Section C: Governance & Resources

### Resources

Worcestershire and Herefordshire use a locally agreed funding formula that determines the percentage contribution of each agency. Tables 26, 27, 27a and 27d provide a breakdown of funding for 2004/5.

**TABLE 26: Services Planned for the financial year 2004/5**

Core Activity	Budgeted Expenditure (£)
Preventive services	70,842
PACE services	21,166
Pre court	274,726
Court based services	325,927
Remand services	105,829
Community based disposals	1,333,685
Through care / after care	130,803
Other orders	449,935
<b>Total</b>	<b>2,712,913</b>

- The 25% to prevent crime and ASB from the Children's Fund have not been included in the above table
- Other Orders includes ISSP, Parenting and ESF/LSC Funding

**Table 26a: Additional Youth Crime Expenditure External to 2004-2005 Youth Offending Service Budget**

Core Activity	Police (£)	Probation (£)	Social Services (£)	Education (£)	Health (£)	Local Authority Chief Executive (£)	Other (£)
Preventive services							
PACE services							
Pre court							
Court based services			Awaiting information from Partner Agencies				
Remand services							
Community based disposals							
Through care / after care							
Other orders							
<b>Total</b>							

Anticipated financial pressures for 2004/5 are associated with:

- The need for additional accommodation for a continually expanding YOS
- The development of the Management structure to support the expanding service

## Section C: Governance & Resources

- General prevention work and the increased allocation of resources to Anti Social Behaviour work
- The development of a risk led approach to target high risk young people and the identified need for more intensive programmes with this group
- The implementation of the Effective Practice and Quality Assurance Strategy
- The development of the HR and Learning Strategy

There have been specific analyses of assessment data undertaken in 2003 targeted in specific service areas (e.g. educational need) which have assisted ongoing discussions regarding resourcing priorities. The YOS plans to undertake a detailed ASSET analysis across all service areas in 2004 and present the findings to the Chief Officers Group as part of ongoing resource discussions.

**Table 27: Youth Offending Service Budget Financial Year 2004-2005 - Sources**

Agency	Staffing Costs (£)	Payments In Kind – Revenue (£)	Other Delegated Funds (£)	Total (£)
West Mercia Constabulary	122,061	132,452		254,513
West Mercia Probation Service	104,190	68,950	37,930	211,070
Worcestershire Social Services	270,650	440,171		710,821
Herefordshire Social Services	96,223	130,519		226,742
Worcestershire Education	45,149	74,409		119,558
Herefordshire Education	19,439	22,361		41,800
Worcestershire Health	31,982	59,546		91,528
Herefordshire Health	38,471			38,471
Additional Funding (Table 27a)		1,057,899		1,057,899
<b>Total</b>	<b>728,165</b>	<b>1,986,307</b>	<b>37,930</b>	<b>2,752,402</b>

The figures stated in Table 27 are provisional and dependant upon the conclusion of negotiations regarding the impact of national funding agreements on the local funding formula currently in place.

**TABLE 27a: Additional Sources of Income**

Additional Source	Amount (£)
Single Regeneration Budget	
European Funding	<b>45,000</b>
Youth Justice Board (incl. ISSP)	<b>911,899</b>
Other (PSA/YPSM/CSU)	<b>101,000</b>
<b>Total (for inclusion in Table 27)</b>	<b>1,057,899</b>

It is recognised that the funding secured from the LSC/ESF must be sought from alternative sources should the program, now established, prove successful and be required in subsequent years.

**TABLE 27d: Health Service Contributions to the YOS**

HEALTH CONTRIBUTION: FUNDING SOURCE	AMOUNT (£)
<b>Redditch &amp; Bromsgrove PCT*</b>	<b>91,528</b>
<b>Wyre Forest PCT</b>	
<b>Worcester PCT</b>	
<b>Herefordshire PCT**</b>	<b>28,149</b>
<b>TOTAL</b>	<b>119,677</b>

\*Budget for 3 contributing PCT's held by Redditch & Bromsgrove PCT

\*\*Contribute a seconded member of staff

## **Section D: *Performance Targets***

**Section D: *Performance Targets***

## Section D: Performance Targets

**Prevention:** *Ensure that all areas have in place Youth Inclusion and Support Panels (YISP), or other effective arrangements that ensure children and young people most at risk of offending are targeted by mainstream services.*

### Target:

At least 200 young people are identified and targeted for support each year.

Measure	2004 Target	2005 Target
Young People identified and targeted for support	150 (9 mths from 1.4.04)	200

### Actions to achieve the target

- Ongoing implementation of the Worcestershire and Herefordshire YOS Prevention Strategy
- Agreement on internal targets across the two Children's Fund Initiatives
- Full operationalisation of the YISP/Children's Fund Teams
- Development of Multi-Agency YISP/Children's Fund Panel Protocol
- Promotion of aims and objectives of YISP/Children's Fund Teams to all potential partners/referrers
- Targeting of main referrers and prioritisation of referrals to YISP/Children's Fund Panels
- Implementation of Service Level Agreements for Mentoring, Family Support Services, Positive Activities for Young People and the development of other associated services
- Confirmation of appropriate community panel venues and commitment by core agencies to attend and participate
- Implementation of associated assessment (ONSET), planning and intervention framework
- Development of YISP/Children's Fund Information System to capture all required monitoring and evaluation data
- Prepare bid to Children's Fund to extend YISP provision beyond the 4 targeted areas

### Constraints

- Uncertainty around funding for Children's Fund initiatives
- Securing participation of core partners
- Assessment thresholds of some statutory services
- Limited community venues
- YOS not funded for some aspects of preventative work (e.g. Anti Social Behaviour)
- Lack of county wide approach to tackling Anti Social Behaviour

### Links to agency partners

- Police, Social Services, Community Safety, Education and Health as initial participants in Panels
- Relate ( Family Support Services)
- YSS (Mentoring)
- Concorde (RJ Project)
- Police and 7 Community Safety Partnerships regarding links to other prevention initiatives
- Children's Fund Boards of Worcestershire and Herefordshire

### Links to allied themes

- RJ in Schools
- Development of county/force-wide approach to Anti Social Behaviour with Police
- Community Safety initiatives
- I.R.T./Information Sharing

### Learning and development actions

- YISP presentations to YOS and other agencies to identify aims and objectives
- Core training for YISP Team to include:

## **Section D: *Performance Targets***

- The ONSET assessment tool
- Jigsaw (Offending Behaviour) Programme – introductory and follow up
- Child Protection
- Equality and Diversity
- Restorative Justice techniques
- YOIS and other MI recording
- Risk Assessment

## Section D: Performance Targets

**Recidivism:** Reduce re-offending rates for pre-court disposals, first tier penalties, community penalties and custodial penalties.

### Target:

By Dec 2003 - 3% reduction  
By Dec 2004 - 5% reduction

<b>Based on 2000 cohort vs. 2001 cohort after 12 months</b>
<b>Based on 2000 cohort vs. 2001 cohort after 24 months</b>

OUTCOME BAND	2000 Cohort % Re-offend after 24 mths	2001 Cohort % Re-offend after 24 mths	Target 2002 cohort % re-offending after 24 months	2003 Cohort (Number Oct/Dec)
Pre-Court	48% (110/231 YP)	41% (142/344 YP)	38.9%	244
First Tier Penalties	63% (48/76 YP)	69% (71/103 YP)	65.6%	135
Community Penalties	73% (60/82 YP)	77% (78/101 YP)	73.2%	64
Custody	100% (14/14 YP)	85% (17/20 YP)	80.8%	19
Total	58% (232/403)	54% (308/568)	51.3%	462

### Using YJB Rules: Overall reduction = 7% across all cohorts

Pre-Court	= 15% reduction	First Tier	= 10% increase
Community Penalties	= 5% increase	Custody	= 15% reduction

### Actions to achieve the target

- Review service delivery for those areas of YOS practice where re-offending rates are highest (e.g. Community Penalties)
- Introduce comprehensive risk led 'effective practice' framework
- Improved targeting of young people at high risk of further offending
- Develop intensive individual programmes for those young people identified as at greatest risk of further offending
- Prioritise service delivery from YOS specialists for young people at high risk of further offending
- Implementation of the Effective Practice Improvement Plans
- Undertake review of YOS services with a view to identifying the most effective options for future delivery
- Work with Sentencers on identification of levels of seriousness to assist YOS report writing practice
- Ensure staff are trained on use of appropriate offending behaviour programmes

### Constraints

- Lack of comprehensive effective framework resulting in patchy implementation of YOS services
- Delays in availability of YJB INSET Training
- Availability of effective validated offending behaviour programmes
- Intensive work with high risk young people restricted by ISSP capacity issues
- Ongoing recruitment difficulties in North Worcestershire Team
- Ongoing difficulties with ETE provision across the (2) counties as reflected by minimal changes to the NEET population

### Links to agency partners

- Local sentencers to implement a risk and seriousness led approach
- YSS regarding future service delivery of areas of practice targeting high risk young people
- LSC, LEA and Connexions regarding ETE provision

### Links to allied themes

- Improvements in quality of assessment practice
- Introduction of risk led effective practice framework



## **Section D: Performance Targets**

- Implementation of validated offending behaviour programmes
- Ongoing development of quality assurance framework via the effective practice plans
- Participation of staff in PCEP (Professional Certificate in Effective Practice).

### **Learning and development actions**

- 13 YOS staff undertaking PCEP in 2004/5
- Following training identified as high priority for all staff:
  - Risk Assessment
  - Assessment, Planning, Intervention and Supervision
  - Accredited Offending Behaviour Programmes
  - Effective Practice Strategies

## Section D: Performance Targets

**Final Warnings:** *Ensure that the proportion of final warnings supported by interventions remains constant at 80%*

### Target:

Proportion of Final Warnings supported by interventions:

<b>80%</b>
------------

FINAL WARNINGS	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
Total final warnings	424	382	362	424	424
Final warn. with intervention	335	333	302	339	339
%	79%	87%	83%	80%	80%

### Actions to achieve the target

- Introduce comprehensive risk led 'effective practice' framework and possible review of organisational set up for early interventions
- Improved targeting of young people at high risk of further offending using 'Risk of Re-Offending Matrix'
- Develop intensive individual programmes for those young people identified as at greatest risk of further offending
- Develop group work for those young people at low risk of further offending to maximise resources available for higher risk groups
- Extend successful 'final warning surgery' pilot across both counties
- Implement revised final warning protocol across West Mercia
- Explore the extension of sessional worker roles beyond reparation to look at work with low risk young people
- Improve quality and range of offending behaviour materials utilised by final warning practitioners
- Ensure staff are trained on use of appropriate offending behaviour programmes
- Develop volunteer provision to support increasing restorative justice approaches associated with final warnings
- Improve targeting and use of reparation services
- Explore feasibility of recruiting an additional victim worker
- Implementation of new YOT1 form and ongoing check against monthly police lists to assess completeness and accuracy of pre court information from police
- Prioritise final warning service delivery for looked after children

### Constraints

- Increase in numbers of final warning programmes as a result of the success of 'final warning surgeries' leading to resource constraints
- Availability of effective validated offending behaviour programmes
- Difficulties in retaining support workers
- Insufficient victim worker resources to apply consistent framework across all YOS services
- Competing resource pressures on YOS can create practitioner perception that final warning service delivery is not high priority

### Links to agency partners

- West Mercia Constabulary to implement protocol
- Social Services to identify and target services for looked after children
- NSPCC for sex offenders referrals
- LSC, LEA and Connexions regarding ETE provision

### Links to allied themes

- Impact of the preventative strategy

## **Section D: *Performance Targets***

- Introduction of risk led effective practice framework
- Implementation of validated offending behaviour programmes
- Delivery of final warning effective practice improvement plan
- Development of victim services and restorative justice approaches
- Participation of final warning staff in PCEP

### **Learning and development actions**

- Two police officers aiming to complete PCEP in 2004
- Ensure other staff and support workers are given the opportunity to undertake PCEP
- All final warning staff to undergo in-service FW training as part of effective practice agenda
- Identify appropriate course on facilitating restorative justice approaches for all final warning staff
- Facilitate access to PCEP for support workers

## Section D: Performance Targets

**Use of the Secure Estate:** *Reduce the use of the secure estate for remands and custodial sentences.*

### Target:

Remands:

*Reduce the number of remands to the secure estate to 30%*

Custody:

*Reduce the number of custodial sentences as a proportion of all court disposals to 6%*

OUTCOME	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
Remands %	53%	39%	37%	30%	30%
Custodial Sentences %	9%	7%	6%	6%	6%

### Actions to achieve the target

- Full review of the provision of Bail and Remand services (via YSS Review)
- Update Bail and Remand Strategy in light of findings from the review
- Joint work with Social Services regarding the provision of specialist remand and appropriate community placements (to be undertaken in both Worcestershire and Herefordshire)
- Explore feasibility of developing supported lodging placements with Supporting People teams
- Develop integrated approach between Bail Support and Bail ISSP programmes and continue to expand use of Bail ISSP
- Develop strategy with Sentencers and Social Services regarding breaches of ASBO to deflect inappropriate remands
- Implement risk framework to target young people at greatest risk of custody
- Maximise capacity of ISSP and continue to promote ISAP as alternatives to custody
- Improve quality of Court reports to ensure full range of sentencing options are addressed
- Consolidate use of Mental Health and Basic Skills Screening Tools and implement Substance Misuse Screening Tool
- Improve the confidence of the courts by ensuring procedures are in place for effective feedback on sentences

### Constraints

- Current lack of integrated approach to delivery of Bail and Remand Services and comprehensive co-ordination by YOS
- Limited access to appropriate bail and remand accommodation
- Lack of specialist remand foster carers
- Reduction in level of ISSP funding
- Lack of West Mercia wide co-ordinated approach to Anti Social Behaviour work
- Availability of effective validated offending behaviour programmes

### Links to agency partners

- Social Services regarding improved remand and community placement provision
- Supporting People teams for development of supported lodgings provision
- YSS for full participation in the service review and development of ISSP services
- West Mercia Police, Sentencers and Community Safety regarding Anti Social Behaviour initiatives
- Magistrates re confidence in community sentences

### Links to allied themes

- Increase in numbers and range of ISSP interventions
- Implementation and development of accommodation protocols
- Development of accommodation strategy
- Development of West Mercia wide ASB strategy
- Introduction of risk led effective practice framework

## **Section D: *Performance Targets***

- Implementation of validated offending behaviour programmes

### **Learning and development actions**

- Implement learning and development actions highlighted by review
- Following training identified as high priority for all staff:
  - Risk Assessment
  - Assessment, Planning, Intervention and Supervision
  - Offending Behaviour Programmes
  - Effective Practice Strategies

## Section D: Performance Targets

### Restorative Processes and Victims: Use of Restorative Justice processes and victim satisfaction

#### Target:

Proportion of Victims offered opportunity to participate in Restorative Process:	75%
Proportion of participating victims who are satisfied:	75%

RJ PROCESS	2004 Target	2005 Target
% of victims offered opportunity to participate in RJ process	75%	75%
% of satisfied victims	75%	75%

#### Actions to achieve the target

- Increase number of victims worked with from 2003 baseline (179 participating victims)
- Explore feasibility of recruiting additional victim workers
- Review and modify existing victim processes with West Mercia Constabulary to maximise number of victims offered the opportunity to participate in restorative justice processes
- Expand contact with and service to corporate victims including options for direct reparation
- Develop volunteer/support worker provision to support increasing restorative justice approaches
- Pilot use of trained volunteer to undertake mediation work in South Worcester
- Extend current provision of reparation services
- Develop restorative justice processes and interventions linked to racially aggravated offences
- Implement new YOT1 to increase quality of victim information passed to YOS
- Introduce follow up systems for victim work to ascertain feedback immediately after victim contact and at 3 month review point
- Use trained administrative staff to undertake victim follow up satisfaction feedback to achieve independence from victim workers
- Ensure new YOS Communication Strategy emphasises the role of victim work and victim participation
- Further develop strategic and operational links with Victim Support to explore possible joint initiatives
- Ongoing integration of victim issues into wider YOS service delivery (e.g. victim perspective in reports, participation in referral order panels etc)
- Review all current victim recording and modify to ensure all victim work is captured reliably

#### Constraints

- Insufficient victim worker resources to apply consistent framework across all YOS services
- Availability of sessional workers limits amount of reparation work undertaken
- Historical difficulties with victim engagement in criminal justice process

#### Links to agency partners

- West Mercia Constabulary regarding the quality of victim information and processes for contacting victims
- Liason between Victim Support Co-ordinator and YOS Victim Support Officer regarding ongoing joint work and the development of new initiatives
- YOS representation at West Mercia Victim and Witness Forum (YOS, Police, Victim Support, Probation, CPS, Secure Estate, Domestic Violence, Race Equality Councils)
- South Worcester mediation regarding the delivery of direct mediation
- Local Criminal Justice Board approach to working with victims

#### Links to allied themes

- Development of Restorative Justice approaches
- Implementation of validated offending behaviour programmes
- Implementation of YOS prevention strategy and Children's Fund initiatives

## **Section D: Performance Targets**

### **Learning and development actions**

- Training for Youth Offending Service staff regarding use of restorative justice processes with young people
- Victim workers to undertake courses in 'Training for Trainers' and Public Speaking
- YOS staff training in use of restorative justice linked to racially aggravated offences
- Development of 'Victim Awareness Package for Young People' to facilitate victim work across YOS

## Section D: Performance Targets

### Parenting: Parental satisfaction (statutory and voluntary parenting programmes)

#### Target:

**10% of YP with final warnings plus programme and community based penalties receive a parenting intervention**  
**75% of parents participating in programmes are satisfied**

MEASURE	2004 Target	2005 Target
% of YP receiving Parenting Intervention	10%	10%
% of Parents Expressing Satisfaction	75%	75%

#### Actions to achieve the target

- Continue existing parenting group provision
- Agree and publish operational definition of 'Parenting Provision' for use by all YOS staff
- Implement a structured one-to-one parenting programme (and or materials) as an alternative to group work delivery
- Achieve full implementation of the Parenting Assessment Tool
- Implement strategy to ensure YOS practitioners recognise the value of parenting work, are clear about definitions of parenting work and receive appropriate training in delivery of these services
- Undertake EPQA Parenting Service Audit and implement the subsequent Improvement Plan
- Widen access to parenting services through the development of YISPs (to include a focus on looked after children and young people at risk of anti social behaviour)
- Facilitate access to parenting services through 'non YOS' routes (e.g. schools) to reduce labelling
- Improve the capture and recording of parenting work and associated guidance to YOS staff
- Ensure satisfaction feedback form used for parenting group programme is available for individual work
- Ensure new YOS Communication Strategy emphasises the role of parents and parenting provision
- Link YOS provision with the wider review of parenting in Worcestershire being undertaken via the CYP Strategic Partnership
- Develop Parenting/Mentoring Service based on PPP model

#### Constraints

- Capacity increase required to meet 10% target – significant resource implications
- Practitioner skill gap in delivery of parenting work across YOS
- Recognition of the importance of parenting work in contributing to overall YOS objectives
- Limited referrals from Health Services and Schools
- No agreed consistent process for defining or recording parenting work
- Establishing ongoing funding for parenting work from key partner agencies

#### Links to agency partners

- Relate to deliver Parenting Services
- CYP Strategic Partnership regarding review of Parenting Services
- Partners involved in YISP, Police and 7 Community Safety Partnerships regarding links to other prevention initiatives (e.g. ASB, RJ in Schools)

#### Links to allied themes

- Improvements in quality of assessment practice
- Implementation of validated offending behaviour programmes
- Implementation of YOS prevention strategy and Children's Fund initiatives
- Development of county wide approach to Anti Social Behaviour with Police



## **Section D: *Performance Targets***

- Review of links with LEA/Education Welfare re parenting provision
- EPQA Parenting review

### **Learning and development actions**

- Parenting training identified as high priority for all YOS staff
- PPP training for Parenting Mentors
- Specialist training for YOS staff identifying motivation to undertake more detailed individual parenting work

## Section D: Performance Targets

**ASSET:** Ensure ASSET is completed for all young people subject to relevant community disposals and custodial sentences

### Target:

Community Disposals:  
Custodial Sentences:

<b>100% at assessment and closure stages</b>
<b>100% at assessment, transfer to community and closure stages</b>

COMMUNITY DISPOSALS	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
% Assessments Completed	75%	90%	98%	100%	100%
% Closure Completed	15%	78%	98%	100%	100%

CUSTODIAL DISPOSALS	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
% Assessments Completed	43%	100%	100%	100%	100%
% Transfer Completed	40%	88%	100%	100%	100%
% Closure Completed	15%	100%	100%	100%	100%

### Actions to achieve the target

- Final push of the ASSET strategy to ensure 100% completion where required
- Full implementation of the Assessment, Planning, Intervention and Supervision Effective Practice Improvement Plan
- Use of external consultants to support the implementation of the Improvement Plan and integrate with YOS HR and Learning Strategy
- Clearer/more structured integration of risk assessment practice into wider assessment processes
- Improve the software and processes associated with the electronic ASSET to PSR pilot
- Evaluate electronic ASSET to PSR pilot and decide whether to make this available YOS wide
- Ensure Assessment training is core part of the YOS induction process
- Pilot revised 'What Do You Think?' electronic ASSET

### Constraints

- Delay in roll out of APIS INSET training
- Time involved in completing and recording increasingly detailed and thorough assessments/screening tools
- Lack of easy access to assessments/information from other agencies

### Links to agency partners

- Contact with wide range of appropriate partners as part of information gathering for individual assessments (e.g. Social Services, Police, Victim Support, Education, Probation, Health Services)
- Content of completed assessments shared with partner agencies where appropriate
- Secure Estate receives completed ASSETs for custodial cases
- Multi-agency planning processes supported by use of aggregate ASSET data

### Links to allied themes

- Review of Risk Management processes and use of Risk of Re-Offending Matrix
- Targeting and delivery of validated offending behaviour programmes
- Development and implementation of specialist screening tools and referrals to YOS specialists
- YOS HR and Learning Strategy
- I.R.T./Information Sharing

## **Section D: Performance Targets**

### **Learning and development actions**

- All new staff to undergo assessment practice training as core part of induction
- All staff to undergo in service APIS training
- Effective assessment practice to be a core element of PCEP
- Development of additional 'effective assessment practice' training materials (e.g. ASSET video)

## Section D: Performance Targets

### Pre Sentence Reports

#### Target:

**Ensure that 90% of pre-sentence reports are submitted within the timescales prescribed by National Standards (10 days for PYOs, 15 days for the general offender population).**

% PSRs Completed	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
PYO	49%	71%	88%	90%	90%
General	53%	74%	91%	90%	90%

#### Actions to achieve the target

- Continue practice of: (i) ensuring PSR writing is an operational priority; (ii) only requesting adjournments in exceptional circumstances
- Review arrangements for cover of staff sickness to reduce impact on report delays
- Attend local Case Tracker Meetings (YOS Team Managers) to oversee the reduction of time to process PYOs through the Criminal Justice System
- Implement procedure for immediate follow up of young people who fail to turn up for PSR appointments
- Improve the software and processes associated with the electronic ASSET to PSR pilot
- Evaluate electronic ASSET to PSR pilot and decide whether to make this available YOS wide
- Pilot remote access to YOIS for report writing practitioners
- Ensure training for report writing is a core part of YOS induction process and introduce 'support/mentoring' system for initial reports
- Provide intensive report writing training for report writers who are not from Youth Justice/Probation backgrounds
- Facilitate workshop on PSR and gate keeping practice across the YOS
- Ensure all PSRs go through a formal gate keeping process
- Continue to increase emphasis on high quality victim section within YOS reports and provide opportunities for the Victim Support Officer to review the victim sections in reports on serious or complex cases
- Review and modify existing Magistrates feedback processes

#### Constraints

- Competing demands on practitioner time and perception that report writing and YOIS recording has greater priority than the supervision of young people
- Unavoidable staff absence
- Non attendance by young people for report appointments
- Requirement to prepare specialist reports in some cases

#### Links to agency partners

- West Mercia Protocol for reducing delays in the Youth Justice System (Local Criminal Justice Board)
- Crown Prosecution Service regarding disclosure provision
- Magistrates and Crown Court User Groups regarding performance monitoring of target
- All main partners re access to information for reports

#### Links to allied themes

- Reducing delays in the Criminal Justice System
- Assessment, Planning, Intervention and Supervision Effective Practice agenda
- YOS report gate keeping policy and practice
- YOS Communication Strategy

## **Section D: *Performance Targets***

- I.R.T./Information Sharing
- Local Criminal Justice Board targets

### **Learning and development actions**

- All new staff to undergo report writing training as core part of induction
- Intensive report writing training for non Youth Justice/Probation-qualified staff
- All staff to undergo in service APIS training

## Section D: Performance Targets

**DTO Training Plans:** *Ensure that all initial training plans for young people subject to Detention and Training Orders are drawn up within timescales prescribed by National Standards.*

### Target:

<b>All (100%) of initial training plans are drawn up within 10 working days of the sentence being passed.</b>
---

DTO PLANNING	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
%	56%	70%	70%	100%	100%

### Actions to achieve the target

- Prioritise DTO work across the YOS to maximise YOS staff capacity to attend planning meeting within 10 working days
- Introduce pre-allocation (where possible) or 'allocation on day' procedures for all new DTOs
- Where possible, book DTO visit from court when a young person is sentenced to a DTO
- Introduce sessional worker support process to ensure young person is visited and initial plan drafted within 10 working days if planning meeting can not be scheduled and case holder can not undertake visit
- Review current YOS delivery model for DTOs
- Ensure DTO plan is updated and enhanced on day of sentence using new PSR and custodial ASSET for those young people subject to repeat/concurrent custodial sentences
- Encourage parental/carer attendance at DTO meetings and ensure parents are aware of financial assistance available
- Make 'DTO packs' available at court for parents/carers including visiting time, facilitation of visits, details of the secure institution etc.

### Constraints

- Regular movement of young people within the secure estate
- Insufficient priority given to planning meetings or lack of secure estate staff to attend planning meetings within some secure establishments
- Distance of secure estate placement from the YOS
- De-commissioning of HM Onley and Local Authority Secure placements will have a knock on effect with local DTO institutions (e.g. Brinsford, Werrington, Stoke Heath)
- Limited funding for sessional workers to undertake DTO visits

### Links to agency partners

- Secure Establishments regarding the scheduling and participation in planning meetings

### Links to allied themes

- Assessment, Planning, Intervention and Supervision Effective Practice agenda
- Access to YOS and external agency specialist services as part of DTO planning process (e.g. ETE, Accommodation, health and substance misuse services)

### Learning and development actions

- All staff to undergo in service APIS training as part of effective practice agenda
- Training for sessional workers to perform specialist DTO role
- DTO staff to attend course (or refresher) on chairing DTO meetings

## Section D: Performance Targets

### Education, Training & Employment: *Education, Training and Employment for young people*

#### Target:

**90% of young offenders who are supervised by the YOS are either in full-time education, training or employment**

ETE	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
%	82%	68%	64%	90%	90%

#### Actions to achieve the target

- Referral of all young people with ETE ASSET score of 2 or above to YOS specialists for assessment and further intervention
- Improve consistency of YOS practice regarding Basic Skills screening and onward referral process
- YOS wide roll out of new ETE referral process (piloted in North Worcestershire)
- Continue YOS representation on Worcestershire Links Steering Group (YOS, Connexions, LSC LEA) and YOS participation in EUROK4 initiative/Launchpad
- Improve liaison between YOS and Connexions NEET Team
- Establish Connexions PA resource for each of the YOS teams
- Improve targeting of young people post 16 with training or employment difficulties
- Improve planning with LSC regarding employment and training opportunities
- Implement YOS/LSC Learning Mentors Scheme
- Joint development with LSC of 'Skills Warehouse' for post 16 NEET Young People (initially for ISSP Programmes)
- Re-establish Link Practitioners/Teachers Reference Group
- Full implementation of the ETE Effective Practice Improvement Plan
- Improve evidencing and recording of specialist ETE work being undertaken
- Ensure exit strategy recorded for each young person referred for specialist ETE assistance
- Introduce 'Education Review Form' at end of all interventions where young person identified as not in full time ETE
- Develop ETE Learning Pack for use with all young people (prevention, final warning and statutory interventions)
- Continue to develop ETE initiatives as integral part of YOS Prevention Strategy
- Work with Connexions/LEA at strategic level to address needs of young offenders

#### Constraints

- Changes to YJB counting rules for ETE
- Entry to Employment provision not easily accessible for YOS client group
- Post 16 employment and training provision requires significant development
- Increasingly detached link between YOS ETE secondees and parent agency
- Inconsistency of education officer role across teams (lack of training, consistent procedures etc)
- Limited PA resources for Youth Offending Service teams

#### Links to agency partners

- Worcestershire Links Steering Group (YOS, LSC, Connexions, LEA) for ETE initiatives
- LSC regarding Learning Mentors Scheme, Skills Warehouse and other joint work
- Connexions regarding joint work with NEET young people and other joint work (e.g. PAYP)
- LEA reviewing protocol with YOS
- County wide review of NEET group

## **Section D: Performance Targets**

### **Links to allied themes**

- RJ in Schools initiative
- Drama productions in schools as part of Community Safety funding
- Assessment, Planning, Intervention and Supervision Effective Practice agenda
- ISSP provision
- ETE Effective Practice agenda

### **Learning and development actions**

- All staff to undergo in service ETE training as part of effective practice agenda
- Connexions to give priority training for YOS staff
- Induction pack for new Education Officer to be delivered by specialist ETE workers
- All staff to be given training on recording ETE referrals on YOIS
- Implementation of the 'Education Review Form'



## Section D: Performance Targets

### Accommodation

#### Target:

***All Youth Offending Services have a named accommodation officer  
All (100%) of young people either subject to final warnings with intervention, relevant community based penalties, or, on release from the secure estate, have satisfactory accommodation to go to.***

<b>NAME OF ACCOMMODATION OFFICER</b>	<b>LOUISE DAWSON GRAHAM AMEY*</b>	
	<b>2003 Outturn</b>	<b>2004 Target</b>
<b>% of Young People that have suitable accommodation to go to</b>	<b>92%</b>	<b>100%</b>

\* part-time temporary position during 2003/04

#### Actions to achieve the target

- Continue YOS accommodation officer involvement in longer term strategic developments of accommodation services in Worcestershire and Herefordshire
- Partnership work with Supporting People to ensure the needs of YOS client group are included in the local Supporting People Strategic Plans
- Funding for sessional workers to support ongoing development of YOS accommodation services
- Further exploration of Supported Lodgings Scheme including possible funding sources
- Implementation of agreed referral processes to district housing for 16/17 year old homeless young people
- Ensure referral procedures agreed in recent protocols are used consistently across YOS teams
- Work with accommodation providers to consider accommodation access for particular client groups (e.g. young people with a Tag; Sex Offenders; young people with substance misuse problems)
- Consider development of protocol with After Care Services
- Improved YOS monitoring and recording of both internal and external accommodation referrals
- Participate in Centrepont research into the accommodation needs of young offenders
- Joint work with Centrepont regarding the development of mediation services to prevent family breakdown
- Participate in the reviews of local district homelessness strategies to ensure needs of YOS client groups are represented
- Introduce 'Accommodation Review Form' at end of all interventions where young person identified as not in satisfactory accommodation
- Identify funding to continue additional post of part-time Accommodation Officer in Hereford

#### Constraints

- YOS Accommodation service to both counties and 6 districts covered by 0.6 FT post
- Insufficient resources for specialist operational support worker resulting in Case manager addressing accommodation issues
- Lack of recognition of link between accommodation and offending by strategic policy makers (e.g. Community Safety Groups)
- Limited dedicated YOS accommodation budget
- Poor range of accommodation available for YOS client group
- Pressure on sessional worker resources
- Limited funding to continue part-time temporary Accommodation Officer in Herefordshire.

#### Links to agency partners

- District Housing Services for protocols, referrals and accommodation services for homeless young people

## **Section D: *Performance Targets***

- Supporting People Teams regarding strategic plans and supported accommodation provision
- Social Services regarding development of remand placements and fostering services
- Voluntary and private accommodation providers
- Centrepoin for research purposes

### **Links to allied themes**

- YOS substance misuse and mental health services
- YOS sex offenders policy and practice
- Assessment, Planning, Intervention and Supervision Effective Practice agenda
- YOS Communication Strategy
- YOS ISSP provision

### **Learning and development actions**

- Attendance by YOS specialist worker at national accommodation conferences
- Quarterly meetings with Telford, Shropshire and Wrekin Accommodation Officer
- Implementation of findings from Centrepoin research
- Training for sessional work staff to address housing needs

## Section D: Performance Targets

### Mental Health

#### Target:

*All young people by 2004, who are assessed by ASSET, as manifesting:-*

- ❑ *Acute mental health difficulties to be referred by YOS to the Child and Mental Health Service (CAMHS) for a formal assessment commencing within 5 working days of the receipt of the referral with a view to their accessing a tier 3 service or other appropriate CAMHS tier service based on this assessment*
- ❑ *Non-acute mental health concerns to be referred by the YOS for an assessment and engagement by the appropriate CAMHS tier (1-3) commenced within 15 working days.*

<b>% Assessments commenced within timescale</b>	<b>2001 Baseline</b>	<b>2002 Outturn</b>	<b>2003 Outturn</b>	<b>2004 Target</b>	<b>2005 Target</b>
<b>Acute</b>	0%	100%	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Non-Acute</b>	56%	90%	<b>89%</b>	<b>100%</b>	<b>100%</b>

#### Actions to achieve the target

- YOS mental health specialists to deliver assessment and treatment services (wherever possible) to reduce pressure on CAMHS services
- Monitor implementation of mental health screening tool and produce monthly lists from YOIS to ascertain the proportion of young people with an ASSET score of 2 or above referred to MH specialists
- Extend monitoring of referral information to include age, complexity of presenting problems and outcome from referrals
- Purchase Health of Nation Assessment Tool and associated guidance/training to be used alongside ACENBACH Assessment Tool.
- Develop range of assessment tools in MH resource library
- Review Worcestershire CAMHS protocol including clarification of YOS MH specialist role as Tier 2 Outreach worker
- Develop Herefordshire CAMHS protocol
- Clarify status of Herefordshire MH YOS specialist with Primary Care Trust
- Target adult mental health services to develop provision for young people who fall outside CAMHS age range
- Standardise definition of acute vs. non acute MH difficulties across the two CAMHS services within the written protocols and agree frequency of attendance at CAMHS team meetings
- Maintain links with CAMHS National Research Unit base in Worcester
- Clinical supervision of substance misuse workers around dual diagnosis to be provided by Worcestershire YOS MH specialist
- Investigate options for buying in clinical supervision by forensic CAMHS

#### Constraints

- No formal CAMHS resource in Herefordshire
- Inadequate funding of Worcestershire and Herefordshire CAMHS services
- No written protocol with Herefordshire CAMHS and protocol with Worcestershire needs to be reviewed
- Inconsistent professional or YJB definition of acute vs. non acute MH difficulties
- CAMHS criteria for referral means certain groups are screened out (e.g. conduct disorder; emotional difficulties; bereavement; anger management)
- CAMHS service only works with young people up to the age of 16 in Worcestershire
- Timeframe for implementation of NSF for children and young people
- Resource limitations on current Youth Offending Service health specialists

## **Section D: *Performance Targets***

### **Links to agency partners**

- Worcestershire and Herefordshire CAMHS for the delivery of services
- CAMHS National Research Unit
- Primary Care Trusts, GPs, substance misuse agencies and voluntary organisations for support services

### **Links to allied themes**

- Assessment, Planning, Intervention and Supervision Effective Practice agenda
- YOS substance misuse services
- Other YOS specialist services (e.g. ETE and accommodation)

### **Learning and development actions**

- MH specialists to undertake necessary training for MH Assessment Tools
- Development of ongoing training strategy for YOS including decision on who will provide Tier 1 MH training (e.g. Young Minds, MH Specialists etc)
- MH workshops at mentoring follow up days
- Possible MH workshop for Magistrates

## Section D: Performance Targets

### Substance Misuse

#### Target:

**Ensure all Young People are screened for substance misuse, that those with identified needs receive appropriate specialist assessment within 5 working days and following the assessment access the early intervention and treatment services they require within 10 working days**

<b>MEASURE</b>	<b>2004 Target</b>	<b>2005 Target</b>
<b>% of Young People screened for substance misuse</b>	<b>100%</b>	<b>100%</b>
<b>% of Young People with identified needs receiving appropriate specialist assessment within 5 working days</b>	<b>100%</b>	<b>100%</b>
<b>% of young people accessing the early intervention and treatment services they require within 10 working days</b>	<b>100%</b>	<b>100%</b>

#### Actions to achieve the target

- Develop protocol between YOS and CDT regarding access to appropriate substance misuse services (e.g. FISH, DASH)
- Full implementation of the SPACE and ZIGZAG (Young Persons Substance Misuse) services, including agreement on YOS wide consistency of practice
- Implement substance misuse screening tool across the YOS
- Introduce formal mechanisms for absence/leave coverage across the substance misuse specialists
- Develop YOIS based substance misuse referral process and discontinue paper referrals
- Introduce policy and procedure whereby YOS substance misuse worker has initial meeting with young person within 10 working days of assessment even if ongoing treatment is scheduled for later in the intervention
- Identify process for recording assessment and intervention services on YOIS and record reasons for not meeting YJB working day targets
- Develop clearer recording of YOS drug treatment plans
- Development of combined Youth Offending Service/Social Services/Connexions substance misuse policy.
- Involvement in a range of YPSM planning and implementation groups.
- Review system for provision of DTTOs.

#### Constraints

- Vulnerability of funding of young people's substance misuse services and Mercia NET training
- Lack of specialist young person's subscribing GP
- YOS not fully in control of services that will contribute towards achieving target and at times may not be appropriate to deliver assessment/treatment services within target timescales
- Complexity of set up provides barrier to rapid development of substance misuse services
- Lack of clinical lead within YPSM delivery in Worcestershire

#### Links to agency partners

- SMAT, DAT, FISH, CDT, DASH, SPACE & ZIGZAG for provision of substance misuse services
- SMAT & DAT for strategic development of services
- Mercia NET for ongoing training development
- Court/Probation for DTTO provision.

#### Links to allied themes

- Assessment, Planning, Intervention and Supervision Effective Practice agenda
- Dual diagnosis of mental health/substance misuse difficulties

## **Section D: *Performance Targets***

- Information provision (leaflets etc)
- YOS Communication Strategy

### **Learning and development actions**

- Co-ordination of training needs into a training strategy for more co-ordinated development
- Provision for updating of Nursing Registration for Worcestershire specialist worker
- Clinical supervision training
- Management training for Herefordshire specialist worker
- Attendance at national conferences regarding new developments/thinking in the substance misuse field
- Training for all workers on recording referrals on YOIS

## **Section E: *Learning & Development***

## Section E: Learning & Development

### Human Resource and Learning & Development Strategy – 2004/05

#### **Background**

WHYOS comprises 2 largely rural counties – Worcestershire and Herefordshire with staff dispersed over 3 main locations: – Worcester (main Office), North Worcester (Redditch) and, Hereford. It has 206 staff working across these teams comprising seconded, outsourced, sessional and volunteer staff. Retention levels remain high with only 4 vacancies. These are, however, concentrated on one team and therefore create staffing pressures on local service delivery in the north of Worcestershire. Approximately 50% of YOT workers are occupationally qualified. All current YOS workers are aged over 25 with a 60:40 female: male ratio. Ethnic minority groups are significantly under represented. The recruitment of younger workers and workers from black minority ethnic backgrounds is an ongoing priority and to this end the YOS are working with the Race Equality Council and considering the feasibility of Modern Apprenticeships.

#### **Training budgets**

The YOS has allocated 5% of its budget to learning and development programmes. It also accesses training from partner agencies including the full programme of training provided by Worcestershire County Council and Herefordshire Council.

#### **Training needs schedule for 2004/2005**

The YOS has identified its training requirements for 2003/04 in the table below. It is unlikely that such a comprehensive training plan can be delivered so priority courses are highlighted in bold:

Course/Training Opportunity	Managers	Practitioners	Sessional Staff	Volunteers (inc. Panel Members)	Admin-istrators
<b>Management &amp; Leadership Skills</b>	✓				
<b>Supervision Skills</b>	✓				
<b>Induction Programme</b>	✓	✓	✓	✓	✓
<b>Risk Assessment</b>	✓	✓	✓	✓	✓
<b>APIS</b>	✓	✓			
<b>Effective Practice</b>	✓	✓			
<b>Offending Behaviour</b>	✓	✓	✓		
Restorative Justice		✓	✓		
Remand Management	✓	✓			
Court Procedures		✓			
DTO Work		✓	✓		
<b>Final Warnings</b>		✓	✓		
<b>Child Protection</b>	✓	✓	✓	✓	✓
Diversity	✓	✓	✓	✓	✓
Sex Offending	✓	✓	✓		
<b>Parenting</b>	✓	✓	✓	✓	
<b>ETE</b>	✓	✓			
Accommodation	✓	✓	✓		
Mental Health	✓	✓	✓		
Substance Misuse	✓	✓	✓	✓	
Groupwork		✓	✓		
Motivational Interviewing		✓	✓	✓	
<b>Mentoring Skills</b>			✓	✓	
<b>YOIS</b>	✓	✓	✓		✓
General IT Skills					✓
Health & Safety	✓	✓	✓	✓	✓



## Section E: Learning & Development

### **Management and leadership training**

The management team have undertaken a successful structured training and development programme this year where key leadership and interpersonal skills have been the focus. The areas covered were:

- Effective team management
- Targeting and Performance management
- Team motivation
- Conflict Management
- The role of interpersonal skills
- Supportive management techniques

Further skills training will be commissioned for managers in **2004/5** with an emphasis on staff development and motivation. Key themes will include:

- Motivational management
- Leadership skills
- Coaching Techniques

### **Training and development needs linked to EPQA action planning**

The table of training requirements(above) outlines the YOS commitment to pursuing and developing skills to meet Effective Practice Quality Assurance (EPQA) action planning. Its immediate priorities are linked to the current EPQA assessment areas: (i) Assessment, Planning Interventions and Supervision (APIS); (ii) Education Training and Employment; and (iii) Final Warnings. The new EPQA area of Parenting is recognised as a priority for next year's training schedule. The YOS plans to use the regionally provided In-Service (INSET) training programme to provide training in the key areas described in the above and is awaiting the delivery and schedule proposed for the West Midlands.

### **Implementation of YJB HR & Learning Strategy**

#### ***Demand for the training programmes within the National Qualification Framework***

The YOS is part of the West Midlands Regional HR and Learning Steering Group and plays a role in the devolved Regional Working Group which has been commissioned to plan the regional requirements and delivery strategy for the new suite of qualifications. It is anticipated that the YOS will continue to participate in developments on a regional as well as cluster basis.

The YOS sees the *Professional Certificate in Effective Practice* (PCEP) as a key to the development of its EPQA agenda and have nominated 13 practitioners for the programme during 2003-2004. This represents approximately 20% of the full-time workforce and the YOS and is scheduled to meet the YJB target to "Help 80% of the full-time workforce to achieve PCEP or equivalent by 2006". However, further clarification is required regarding how the PCEP will map to other professional qualifications (e.g. Social Work PQs). In addition some team members are awaiting the development of the foundation degree as an alternative qualification route.

In order to ensure that full advantage is taken of the PCEP learning opportunity, the YOS has commissioned a support and development model for the practitioners that comprises:

- Initial "Return to Study" day
- Assignment and group support events
- Action learning development

Initial feedback from practitioners has been positive with early the first cohort of practitioners achieving impressive assignment results. It is anticipated that a similar number of qualified and unqualified workers will go forward onto next year's cohorts and that the YOS intend to continue with the support model.

## Section E: Learning & Development

### **Gateway Programme**

The gateway programme is the access route to the National Qualifications Framework and is due to be rolled out on a regional basis in the autumn. The YOS would like to offer this route primarily to its sessional / volunteer workforce to give them a broad and informative overview of the Youth Justice Sector and provide for their personal development route – potentially linking this to NVQs and AMAs where appropriate.

### **Foundation Degree**

The YOS understands that the Foundation degree is to be offered from the Autumn and is interested to pursue this particularly for unqualified practitioners undertaking the Professional Certificate.

### **Advanced Modern Apprenticeships (AMA) or Modern Apprenticeships.**

AMAs are currently being reviewed by the Regional Steering Group. The YOS anticipates that it will take part in a pilot of the Youth Justice AMA envisaged during 2004/5. This may be a route to fill possible future vacancies and fulfil the goal of attracting a younger and ethnically diverse workforce.

### **Training and development of Volunteers / Mentors / Sessional Workers**

The YOS makes wide ranging use of support staff to fulfil its objectives. This includes: 22 volunteer mentors to work with young people and their parents; 74 Referral Order Panel Members to work with the Restorative Justice unit; and 18 sessional workers to work with young people in the area of reparation and general support. The YOS provides a range of training and development opportunities to these workers to help them to understand the principles and processes associated with the youth justice system and their role within this. Training and development opportunities associated with these roles are summarised below:

**Volunteers / Mentors:** A full induction is provided for volunteers and mentors to provide them with a clear understanding of the volunteer/mentor role and the associated roles and responsibilities. YOS specialist workers run regular Mentor Support Groups on a rolling basis. In addition, internal and external training courses are offered to develop and enhance their skills in working with young people.

**Panel Members:** The main role of a Panel Member is to attend Referral Order Panel meetings attended by Young Offenders, supporting YOT Officers and, where possible, the victims of their crime. The work of this group is supported by an Area Team Manager and all Panel Members are provided with Induction and on-going training as required.

**Sessional Workers:** Sessional workers undergo a full YOS induction programme and other internal and external training will be made available where appropriate.

The YOS is committed to provide extensive training to support its **volunteer /sessional** workers throughout 2004/2005. Priorities include: -

- Skills and Role Development opportunities: enabling sessional workers to develop skills and competencies to take on new roles – e.g. regional INSET training; Parenting; Gateway programme
- Skill/Role Refresher opportunities – focusing on core practice areas that may often have associated changes in legislation – e.g. Child Protection
- Skill/Role Maintenance opportunities – updating awareness, knowledge, skills and competence to undertake existing roles – e.g. Offending Behaviour.

### **Other professional Training offered**

A significant number of the YOS workforce are qualified social workers (15 people hold the DipSW qualification) and a smaller number are working to achieve the PQ. It is hoped that the YJB will soon agree the status of PCEP with regard to PQ in order to help the YOS plan and prioritise this key professional requirement. Other training and development opportunities planned or ongoing for 2004/5 include:

## **Section E: Learning & Development**

- Diploma HE Addiction Studies
- Distance learning – Social Sciences and Arts
- Advanced Diploma in Criminology

### ***NVQ development***

The YOS priority rests with the NQF and it is pursuing these routes rather than the NVQ pathway as the main vehicle for practitioner development. However, it is intended to offer NVQ level 3 (Drugs Awareness) to key workers based on the West Midlands Regional Drug Training Project.

### ***Internal appraisal schemes***

The YOS is successfully delivering staff supervision and appraisals at all levels of the organisation. This is based on the Worcestershire County Council model. When available, the YOS will pilot and evaluate the YJB appraisal model and assess which of the models is most effective in assisting ongoing staff development.

### ***Local links***

The YOS continues to maintain and forge links with the following Institutions:

- University of Oxfordshire – offering student placements
- University of Central England – offering student placements
- North East Worcester College – offering student placements
- Hereford College – offering student placement
- University of Oxford – for research links & joint development work
- Nottingham Trent University – offering the Professional Certificate in Effective Practice
- The West Midlands Regional Drug Training Project - working closely with the NTA and the Community Justice National Training Organisation to set up a pilot of the newly developed Progression Award in Community Justice-Drug and Alcohol Services in April 2004.
- NSPCC – Child Protection issues

Staff and managers also lecture to numerous Further and Higher Education institutions.

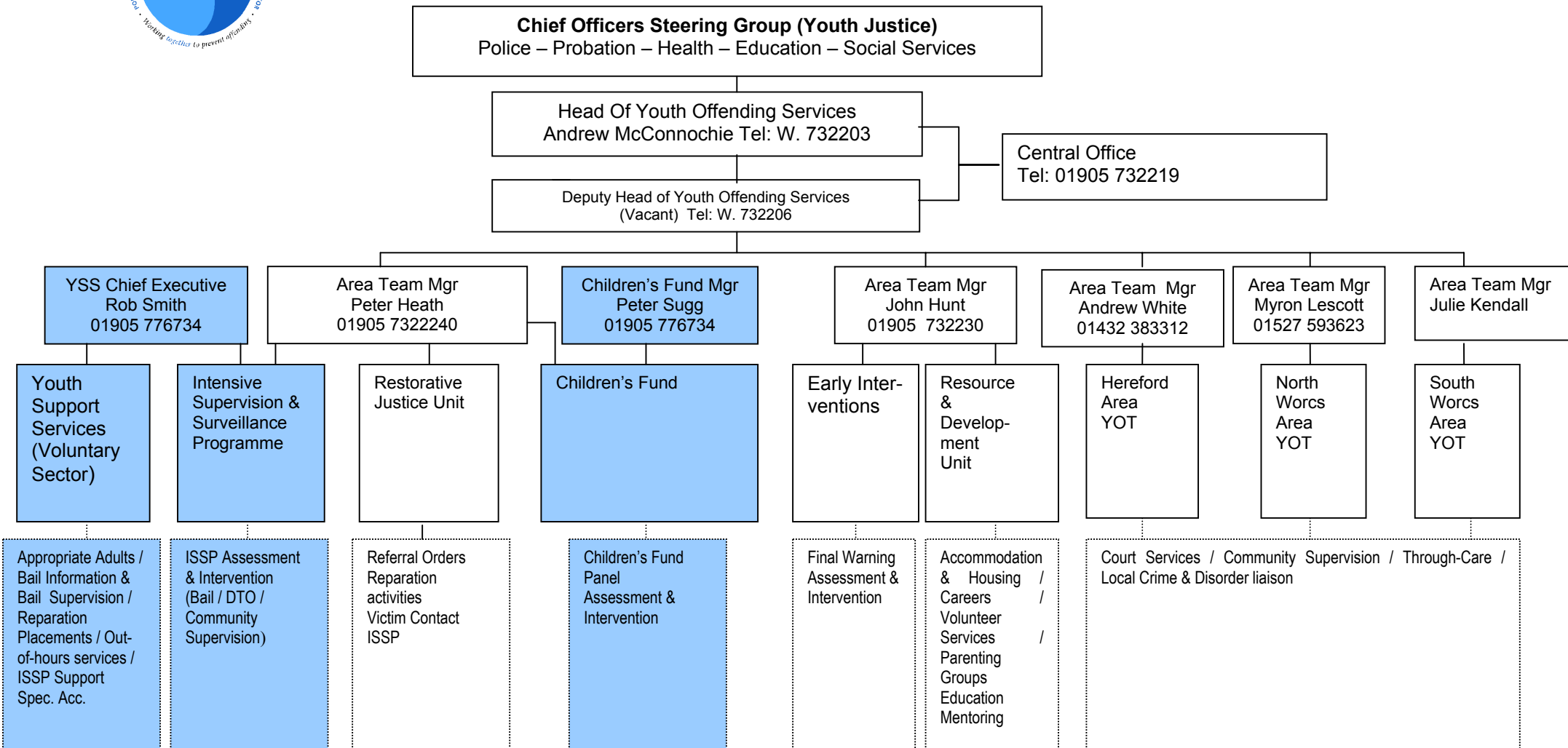
### ***Links with local LSC/Connexions to support staff training***

The YOS is developing support links with the LSC in anticipation of the implementation of the Advanced Modern Apprenticeship scheme. In addition, formal links have been established with Connexions and the Learning Skills Council to support basic skills training for young people and integration back into mainstream education, training and employment.



# WORCESTERSHIRE & HEREFORDSHIRE YOUTH OFFENDING SERVICES

## SERVICE STRUCTURE FROM JANUARY 2004



### KEY

Services provided in partnership with other organisations