

Doncaster Youth Offending Service SERVICE PLAN 2014/15

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1. Service overview

Doncaster Youth Offending Service (YOS) works with children, young people and their families to prevent and to challenge offending, encourage responsibility, develop victim empathy and reduce fear of crime in communities

Youth Offending Teams were formed in England and Wales in April 2000 under the Crime and Disorder Act 1998, providing a multi-agency approach to preventing offending by children and young people. Doncaster Youth Offending Service consists of around 60 professionals including health, probation, youth justice, social work, education, housing, Information, Advice and Guidance workers, substance misuse and police. The Service is divided into three areas of responsibility, Interventions Team, Case Management Team and a small Court Team

Doncaster YOS has four strategic aims, set by the Youth Justice Board (YJB)

- Preventing offending
 - This function remains a responsibility for the Youth Offending Service however delivery has been incorporated within the new Integrated Family Support Service. Doncaster YOS provides continuous support to this by working with young people who receive youth cautions and youth conditional cautions to reduce any further criminal activity
- Reducing re-offending
 - The Youth Offending Service concentrates all its resources to reduce re-offending to the lowest possible level. Recent results show that of the 114 young offenders in the 2012 Doncaster cohort only 44 re-offended. This resulted on only 90 new offences throughout the year. Many of these are high risk offenders with complex behaviour issues. The YOS will work hard to ensure these figures continue to reduce in 2014/15
- Ensuring the safe and effective use of custody
 - Doncaster YOS works very closely with the Magistrates and Crown Court services to ensure that custody is used in all appropriate cases and also that the most intensive community supervision is recommended for other young offenders who commit serious offences but do not receive custodial sentences. The Youth Justice Board and Doncaster YOS recognise the need to reduce the use of custody whilst balancing the need for a strong approach to offending. The Youth Rehabilitation Order allows us to do that. The Legal Aid, Sentencing and Punishment of Offenders Act 2012 (LASPO) will also support this.
- Increasing victim and public confidence
 - Doncaster YOS has had some excellent results from working with victims of crime by young offenders and is working very closely with Police and the Third sector to build on this in 2014/2015. This work will continue through our partnerships with REMEDI and

SOVA.

Pre-crime prevention work is delivered through the Integrated Family Support Service. This work largely takes place through programmes delivered by our partners, where the emphasis is strongly on working with the families and parents of young people at risk of offending as well as the young people themselves. The aim is that problems or behaviours which may result in criminal or anti-social behaviour are tackled constructively at a very early stage. Our **work to help young people to avoid or stop offending** takes place on a statutory basis, commencing with police cautions or conditional cautions through to sentencing following a court conviction. The YOS makes assessments across a number of important areas of young people's lives and delivers a range of interventions aimed at helping them change their behaviour. Through LASPO, the YOS has identified a small number of dedicated staff who support the police to deliver a restorative justice approach to first time offenders, and a Triage system of decision making and support in the custody area. Decisions are made with regard to community restorative work, cautions, conditional cautions or court action. In many cases full assessments are required prior to effective decision making. This puts the YOS at the centre of the process and requires clear and accurate assessment of young people.

Continuing this high quality service to people of Doncaster affected by the crimes of young people in a climate of increasing budgetary pressure will once again be our biggest challenge in the year ahead. All key partners are under budgetary pressure and this will impact upon the amount of funding available for 2014/15. Standstill contributions will result in pressure on available funds. We continue to work alongside neighbourhoods and communities. We will share information appropriately to support Neighbourhood groups and initiatives, including Neighbourhood Action Groups and Joint Action Groups. We will attend relevant meetings and panels within neighbourhoods. We will support the Doncaster stronger families initiatives to work closely with all our partners to impact on the lives of the most difficult to reach families in the most positive way possible.

Following consultation with Police and our partners, the YOS has agreed, initially on a trial for three months, to dedicate one of its seconded Police Officers to work with our in-house young people's residential units, to reduce the number of Looked After children who go missing from home. This initiative builds upon a scheme in Nottingham which has been used as the foundation for this scheme. We are hopeful that once trialled, the project will become embedded and expanded to provide similar support to the organisations who are commissioned to provide accommodation for our young people, through our 16+ services. This is being achieved without disruption to core service delivery. Doncaster YOS continues to involve Doncaster residents by recruiting and training Volunteers and Community Panel members. There is a steady stream of people wanting to volunteer to work with Young People at all levels and we will work hard to ensure that we maximise the work of these opportunities and provide the right training. All volunteers will be trained in all available roles, mentoring, panel members or supporting young people with reparation work.

This helps to increase public confidence in the work and ability of the YOS to manage young offenders in the community.

We will continue to work closely with courts to get the most appropriate sentences for young offenders and we will use the higher tariff disposals within the Youth Rehabilitation Order for those young offenders who are given community orders for serious offending. This has worked well in the last few years and Doncaster has a proud record of reducing re-offending over this period as well as reducing first time entrants. 2012 was no different in that only 64 out of 162 offenders from 2011 re-offended in 2012. The balance of custody or community sentences has worked well for Doncaster over this period, but the YOS understand the need for a strong approach to managing serious offending behaviour. To enable this to happen partner agencies (Police, Probation and Health) second staff to the YOS with the skills to ensure that young offenders are discouraged from re-offending, and those that are high risk offenders are effectively managed.

2. Corporate context

The Head of the Youth Offending Service is one of four Heads of Service reporting to the Assistant Director Children and Young People's Service (CYPS), Children and Families. At a local level, the YOS works closely with Doncaster Community Safety Partnership, particularly the Anti-Social Behaviour Unit and the Safer Doncaster Partnership as well as being an integral part of the Children and Young People's Service.

Doncaster YOS contributes to the outcomes in Doncaster's major plans:

- Children and Young People's Service Improvement Plan
- Council Business Plan
- Children and Young People's Plan
- Safeguarding Action Plan

More broadly, the Youth Justice Board monitors the performance of youth justice teams across the country through the Youth Justice Planning Framework, supported by the collection of performance and other data. The three Youth Justice National Indicators which inform local government assessment are:

- Numbers of first time entrants into the Youth Justice System (Prevention)
- Numbers of children or young people sentenced to custody
- Proven re-offending rates for children and young people

Doncaster YOS Management Board meets 4 times a year. In line with best practice guidelines from the YJB the Doncaster Management Board includes representation from South Yorkshire Magistrates Courts, Public Health, Housing, as well as the four statutory partners Local Authority, Probation, Health and South Yorkshire Police.

The Board is directly responsible for:

2. Corporate context

- delivering the principal aim of reducing offending and re-offending
- strategic performance oversight
- ensuring the effective delivery of justice services for children and young people.
- accountability and representation of youth justice issues within the local authority

LINKS TO CHILDREN AND YOUNG PEOPLE'S PLAN 2011-16

Priority	How we will contribute
Inspiring Success	Working with young offenders to help them re-integrate back into local communities so they can develop into respected community members. Working with all partners to help young offenders to engage in suitable ETE and gain worthwhile employment taking regard of the recent changes to the Rehabilitation of Offenders Act 1974
Being Safe and Having Fun	To work with young offenders to help them to appreciate the benefits of a safe environment To strengthen the YOS safeguarding practices
Being Healthy , Feeling Good	To develop a health centred approach to assessment of young people and to work with partner agencies to ensure that young people understand the need and benefits of staying well and healthy. We will work with CAMHS to ensure quality of service and improve quality and consistency of screening We will embed further the Triage system at Police Stations Sexual health and contraception advice to be given to all young people as part of the health needs assessment

LINKS TO CHILDREN AND YOUNG PEOPLE'S SERVICE IMPROVEMENT PLAN

Priority	How we will contribute
Safeguarding	We will improve our vulnerability assessment, planning and management oversight of vulnerable young people.
Improve and Modernise Services	We will continue to work through our Management Board to ensure that the service continues to meet the needs of all our clients and customers and that it is dynamic in approach to this. We will continue to assess our delivery to ensure it

	remains current
Education	We will continue to develop an effective programme of support for the delivery of ETE to our young people in line with Individual Learning Plans. We will work to improve learning outcomes for all 16 year olds to help them meet realistic targets in ETE. We will work to increase the proportion of young offenders effectively engaged in ETE including screening clients for dyslexia to overcome potential barriers.
Integrated Multi Agency Service	The YOS is already a fully integrated multi agency service however it will ensure that it continues to work with all identified partners to ensure that the service delivers effectively and that staff receive all necessary training and support to deliver that service. It will have a collaborative approach to work for the benefit of young people and the community
Organisational Development	We will identify staff development and training needs through robust Quality Assurance (QA), regular 1:1 meetings and PDR's linked to service plans.
Professional Practice and Casework	The YOS will continue to develop effective QA of the work it performs and work with the YJB and DMBC to ensure that practice and casework is robustly supervised and managed and that QA identifies training needs and informs best practice throughout the service. This will be coupled to a strong monitoring of YOS Inspection reports to ensure the Service is working to identified inspection standards

LINKS TO BOROUGH STRATEGY 2010-2015

Theme	How we will contribute
Creating a strong, connected and inclusive economy	We will work to reduce first time entrants to the criminal justice system and recidivism thereby contributing to a stronger economic situation for Doncaster and its businesses
Developing stronger communities	We will work with communities to improve local communities by reducing offending and working to reintegrate young offenders back into their communities. We will encourage local communities to be involved with decisions for outcomes for young offenders made through referral panels
Increasing and improving housing	We will continue to work with Housing Options and St Leger Homes to identify suitable accommodation for young people desiring supported or independent living

<p>Protecting and improving children's lives</p>	<p>We will work with young people and their families to ensure that we offer the best therapeutic support for families who are identified as 'at risk'. We will work closely with Doncaster Safeguarding Board to ensure our work is timely and appropriate</p> <p>We will work in partnership with the One Team Working programme to ensure that YOS fully supports the staff to deliver effective outcomes for young people and where possible integrate the service to ensure this happens.</p> <p>We will work with the 'Stronger Families' initiatives to provide support for those difficult to reach families whilst providing staff and Management to facilitate the programme Education advise is also provided to 'Stronger Families' Workers when required</p>
<p>Improving health and support for independent lives</p>	<p>The YOS has a general health nurse post to allow earlier assessment of need and to work with young people who are living independently whilst on YOS orders. This work will ensure that health needs of all young people attending YOS are being met appropriately. This programme is constantly re-assessed to ensure that it meets the current health requirements of young people, particularly those not engaged with other health services.</p>
<p>Tackling crime and anti-social behaviour</p>	<p>We will work with all our partners to support them to reduce crime and anti-social behaviour at specific times or in identified hotspots.</p> <p>We will put suitable interventions in place to address criminogenic need for young people.</p>
<p>Creating a cleaner and better environment</p>	<p>The YOS will work with other DMBC teams and partner agencies to target offences which affect the environment to assist in the reduction of environmental issues such as abandonment of cars, wheelie-bin fires and general fly tipping.</p>

OTHER DEVELOPMENTS	
Strategic outcome	How we will contribute
INTELLIGENT ORGANISATION	
<p>Improve our systems and processes to enable us to use our information effectively and efficiently</p>	<p>Work with colleagues in corporate and children's services IT to deliver YOS information and case management system access securely and remotely to our statutory partners, including the remote use of the system and information in Police stations to help with charging or diversion decisions.</p> <p>Work with the YJB's Information Sharing and Technology Programme (collective commissioning) to maximise the use of the new Youth Justice Management Information System (YJMIS) and to deliver to managers and staff a complete view of performance and management information through access to and training on the use of this system.</p> <p>Work with South Yorkshire Police to design and implement secure information sharing on young people offending in the locality to improve timeliness and quality of information flows on offending, offence locations, victim information and safeguarding information collected on arrest.</p> <p>Have involvement in YJB Youth Justice information management initiative as directed by the YJB to standardise information sharing.</p> <p>Where possible be involved in national delivery design to ensure that Doncaster has a voice in the shape of national delivery programmes</p>
<p>Use our information to shape service provision, provide constructive challenge and improve our decision making at all levels</p>	<p>Continue to develop the links between performance information and the operational and management information which drives forward the service. The YOS assesses information collected at Asset stage to understand factors which are contributing to</p>

		<p>offending across the borough.</p> <p>Ensure that YOS plans are monitored through Covalent to allow effective performance management, challenge and decision making</p> <p>Improve management information systems for reparation activity to aid decision making and ensure value for money</p> <p>Ensure accuracy of all data to inform work on reducing first time entrants and ensure that such information is passed to the appropriate delivery teams in IFSS.</p>
	<p>Ensure we have the right intelligence to inform our strategic planning</p>	<p>Improve information sharing with police and other relevant agencies for young people subject to Intensive Offender Management to plan effective, intensive programmes. Improve Quality Assurance processes to increase confidence in data for YOS and partner agencies</p>
	<p>Improve our understanding of our customers</p>	<p>Embed processes to enable young people to contribute to recruitment of front line staff</p> <p>Continue to work alongside young people and their representatives to develop actions to include Hear by Right</p> <p>Continue to develop feedback systems from sentencers</p> <p>Embed systems for obtaining users' feedback</p>
	<p>Build trust with local communities to encourage greater engagement</p>	<p>Develop area based community reparation projects</p> <p>Ensure that YOS is represented at Neighbourhood Action Group meetings and Joint Action Group and similar meetings where appropriate</p> <p>Develop system for local people to contribute ideas for reparation projects</p> <p>Encourage members of the community</p>

		to support YOS and young offenders through the volunteer programme
Value for money		
	Embed value for money at all levels	Develop a framework for better understanding of unit costs for statutory supervision
	Implement a commissioning approach which delivers value for money and ensures the best provider	Work with partners and DMBC and other South Yorkshire Youth Offending Services to ensure that commissioning is at the centre of provision within YOS
Values led organisation		
	Ensure we have the right staff, in the right place with the right skills at the right time	<p>Ensure managers are better able to embed managing attendance guidance</p> <p>Monitor and develop the restructure to ensure effectiveness of delivery</p> <p>Take positive action to increase the numbers of volunteers</p> <p>Identify training and development needs through PDR's</p> <p>A robust induction programme for staff new to youth justice tailored to their roles and responsibilities</p>
	Empower, support and develop our staff by embedding core skills and behaviours	<p>Tighter monitoring of appraisal system</p> <p>Increase use of Youth Justice Interactive Learning opportunities</p> <p>Promote wider learning and access to research via appropriate media (i.e. internet etc.)</p>
LINKS TO SAFER DONCASTER PARTNERSHIP PLAN		
STRATEGIC OUTCOME		HOW WE WILL CONTRIBUTE
Improving lives by reducing the harm caused by substance misuse		<p>Ensure all young people with alcohol problems are appropriately risk assessed, both regarding risk of harm to others and vulnerability</p> <p>Offer support to enable young people to reduce or stop smoking</p> <p>Through additional funding from the</p>

	<p>Police and Crime Commissioner work with young people who use drugs and illegal substances to reduce their usage and dependency.</p>
<p>Supporting victims and reducing the risk of victimisation</p>	<p>Deliver relevant aspects of Reduce Offending By Looked After Children Action Plan</p> <p>Continue to develop essential protocols between YOS, South Yorkshire Police and CYPS in respect of incidents in looked after placements which might result in police intervention and action.</p> <p>Contribute to multi-agency working party developing work on young victims</p> <p>Support REMEDI to deliver restorative justice training to Safer Schools police officers and others</p>
<p>Reducing and managing offending behaviour</p>	<p>Successfully implement targeted Core Thinking Skills (CTS) programme for young offenders</p> <p>Quality assure CTS programme</p> <p>Ensure that all staff and partners understand what Core Thinking Skills programme delivers for young people.</p> <p>To work with young people and their families to reduce violent behaviour and domestic abuse in the family environment</p>
<p>Improving community confidence and public satisfaction</p>	<p>Work within DMBC public relations strategy</p> <p>Encourage and work with REMEDI to develop system for local people to contribute ideas for reparation projects</p> <p>Publish good practice and results through DMBC</p>

3. Vision for service

Doncaster YOS will continue to work with children, young people and their families to prevent and to challenge offending, encourage responsibility, develop victim empathy and reduce the fear of crime.

Doncaster YOS has made substantial improvements over recent years, across most of our National Indicators. We have contributed to making Doncaster a safer place by reducing first time entrants, reducing recidivism and maintaining a good percentage of young people in education, training or employment. The Youth Justice Board has again identified Doncaster YOS as a 'green' rated YOS in all areas of delivery.

Over the next 3 years we will work with partners to sustain and build on these successes, although this needs to be set against a backdrop of financial uncertainty and potential changes in the direction of national policy.

Doncaster YOS will be a part of the new Doncaster Childrens Trust. This is likely to happen during this financial year. It is not known at this stage, what impact, if any, this will have on the service structure and its areas of delivery. It is anticipated that by remaining within Childrens Service delivery model the YOS will be best placed to continue to provide the most effective service available for the people of Doncaster.

Funding to YOS from all sources for this financial year has generally been maintained with indications of small reductions from some main contributors. The Police and Crime Commissioner is now a major contributor to the Service alongside the Local Authority, Youth Justice Board, Police, Health and Probation. However, like all YOT's, Doncaster has to rise to the challenge of working in an environment of reduced funding whilst maintaining effective practice.

Last year Central Government has devolved the cost of young people remanded in custody to the local authority. In the case of Doncaster, the cost in 2013/14 was approximately £160,000. Funding from the Youth Justice Board did not cover this cost which was underpinned by additional funding from the local authority. Although an increased allocation has been made for 2014/15, it is still expected that this will be a major pressure on the YOS budget. New legislation was expected to reduce the number of young people remanded into custody, as well as reducing the length of any remand period. This did not materialise in Doncaster following so very serious offences resulting in long periods of remand for a number of individuals.

Working within the current funding arrangements and the new Childrens Trust Doncaster YOS will deliver against its plan and will restructure as necessary to ensure staff work effectively with police and all other partners to deliver the best service possible. This will include continuing to work with Police to use the LASPO act to further reduce court appearances by Young People.

Doncaster YOS will continue to work with IFSS and other partners to maintain a balance between preventative and intensive intervention.

For those young people who do offend, the establishment of the Scaled

Approach has meant that the YOS is better able to meet assessed individual needs. However sustaining any overall increases in face to face interventions on a diminishing budget will continue to be a challenge. Close multi agency partnership working will be key to meeting additional needs that increase the risk of recidivism. Working within the One Team Working programme and IFSS and Stronger Families will support Doncaster YOS to deliver effective interventions through a strong partnership approach.

It is hoped that should an inspection be forthcoming in the next three years Doncaster YOS will be able to give a strong account for itself, but this needs to be balanced against budget pressures and workload. It is our intention to work with all partners and inspectors to incrementally improve our performance and outcomes and to promote public confidence in youth justice services in Doncaster.

4. Customers/users

Doncaster YOS works with young people aged from 10 (the age of criminal responsibility) to 18 (when they are transferred into the adult criminal justice system and are supervised by the probation service).

In common with other Youth Offending Teams across England and Wales, the nature of the service given to children and young people will depend on the seriousness and persistence of their offending behaviour. Where practicable the YOS will involve itself with Prevention projects, based in high crime areas of the area, work with targeted young people and their families to try and nip problems in the bud and prevent them escalating into criminal or anti-social behaviour, however it is recognised that this remit will fall within the role of the newly created Integrated Family Support Service. Doncaster YOS has responded to the requirements of the LASPO act by creating a dedicated team to work with all agencies to deliver the requirements of the act specific to YOS. Whilst we would value access to targeted prevention programmes across the locality for all young people at risk of offending, in reality these are geographically based and some suitable young people may fall outside their remit. We plan to work with the emerging IFSS, restorative justice practitioners and the LASPO programme to ensure that no young person falls through the net.

If a young person is caught for a minor offence for the first time they will usually receive a community restorative outcome from the police. If they re-offend and the matter is not too serious they will receive a caution or conditional caution from the police and will be offered a voluntary intervention programme by the YOS. In the case of a conditional caution this will consist of a full assessment to determine the most appropriate interventions to be completed. This could consist of intervention for up to three months in duration targeting problematic areas of their lives (such as education attendance or drug or alcohol use) assessed as risk factors for future offending. If a young person continues to re-offend they will go to court and receive a number of different sentences supported by a service from the YOS. The duration, intensity and content of each sentence is determined by both the sentencers and the assessed level of risk posed by the young person.

4. Customers/users

Whilst we aim to positively engage young people and work constructively with them and their parents/carers, our service users are usually not volunteers and are obliged to maintain contact with us because of the requirements of an order of the courts. Managing non-compliance, ensuring swift follow-up and breach, balanced with engagement, is an essential way of maintaining the confidence of the courts and the public. Where ever possible we aim to maximise compliance by relationship building with the young people and their families and by developing their motivation to build on positive factors in their lives and address their problems constructively. We have introduced a breach/compliance panel to work with young people in an effort to improve their compliance with their order and reduce the number of young people returned to court.

Young people and their parents are involved in planning and reviews interventions at every stage.

We are introducing a system of recruitment which involves a panel of young people in the process for our front line youth justice workers. We will run a small number of young people's consultation events over the year and intend to develop our consultation framework in the future. This will work alongside new training initiatives within DMBC for young people who sit on interview panels.

We will undergo self-assessment regarding our ability to engage young people, with a view to identifying areas for improvement. This forms part of our action plan for reducing re-offending by children and young people.

Children and young people subject to court orders and their families are not our only customers. Ultimately, our customers are the wider public whose lives are affected by crime and specifically, the victims of the crimes committed by the young people on our books. We have victim liaison staff who will contact victims of the young people known to us in order to provide information and facilitate mediation or reparation. Each victim is invited to give us feedback on the service they have received. We organise a range of community reparation activities and plan to develop mechanisms to enable the public to give their views more effectively about what types of community reparation projects they would like to see.

5. Budget information

Funding commitments for 2014-15 are subject to final confirmation. The information provided is the indicative position as at 01/03/2014. A number of actions may be necessary to manage any further changes in commitments.

The core YOS service is likely to receive a total budget of approx. £2.2million. Not all partner agencies who contribute to the service have confirmed their final contributions for this financial year.

The direction of travels remains uncertain due to the financial climate and potential political change which may also affect future priorities of the government.

The aspiration is that these schemes continue to be a focus for priority for any government, recognising the success and continuing to build on effective intervention programmes and ensure appropriate priority investment to an unpopular but extremely vulnerable young client group, remaining child focused in its delivery of services. Contingency plans are being considered and developed should a material change of direction occur.

Where does our funding come from

Source	Amount (£)
YJB	776,537
Local Authority	814,025
Probation	
Includes 3 members of Probation staff	177,999
Police and Crime Commissioner	174,704
Health	125,180
Includes a seconded nurse and Seconded CAMHS nurse	
Police also second 3 police officers With a value in kind of	132,126
Total	2200,571

please note these figures are indicative and await final written confirmation from partner agencies

Description	Budget £000s		
	Provisional / Actual 2013/14	Indicative 2014/15	Indicative 2015/16
Expenditure			
Employees	1449	1400	1350
Premises	102	105	107
Supplies & services	193	180	180
Int Charges	145	160	175

6. Workforce planning

Analysis of information from other large cities and from our 'statistical neighbours' have demonstrated that youth justice staff in Doncaster has a balanced caseload for all its staff. The Scaled Approach has now been fully incorporated into deliver processes and this has increased demand on the service. The YOS specific case weighting system allows managers to effectively balance individual workloads. The YOS is currently re-visiting the case allocation process and this may result in further re-structuring to ensure value for money service delivery. At the same time expectations around safeguarding, risk management and programmed work are ever increasing. It is recognised that we are unlikely to be able to increase our staffing levels in the current financial climate and that we need to ensure all staff are trained and supported to work as effectively as possible to meet the challenges ahead.

With a view to developing our capacity for 'end-to-end case management', teams have been re-aligned and all Referral Order work is now undertaken in the Case Management Team. Similarly, all intensive supervision cases are managed from within that team. Programmes need to be developed in order to enhance the quality and range of offence focussed programmes available to address the risk factors for young people who offend. Embedding (and where necessary reviewing) these changes is a major task we commenced in 2012/13. We will continue that programme this year. The Core Thinking Skills programme continues to be developed to support our intervention work. The Criminal Justice Service (CJS), delivered in Doncaster on Saturdays has proved to be an essential partner in allowing us to deliver essential work and programmes during the weekend. There is a possibility that during this financial year the CJS will become a part of the Youth Offending Service. This will allow even greater management of service delivery during this period.

Staff and volunteer training remains a priority for the Service. All frontline staff and their managers completed YJB or DMBC or partner sponsored training programmes in 2013/14. An intensive 'in house' programme delivered by senior management has enabled the quality of work in Doncaster to be substantially improved. This work will continue during the forthcoming years as it offers value for money ensuring all staff have a robust understanding of risk and re-offending assessment and its implications in the new legal framework will be a significant challenge.

Recruitment of new staff has been an increasing challenge in the current economic climate. We have taken positive action to recruit more volunteers who are currently under-represented in our Service. We have reduced our use of sessional workers and training of new volunteers has increased the support they give to the YOS in all areas.

7. How your future plans will be aligned with/or impact on the support service areas shown, or the corporate initiatives

Area	Future Plans & Impact
ICT	Doncaster YOS will continue to review its ICT. Doncaster YOS principally uses the Careworks database and this will be reviewed against alternatives on an annual basis. YOS

	<p>based staff also input or have access to many more databases. Reviewing this with ICT and partners is designed to ensure that efficient use of ICT is made.</p>
Procurement & Commissioning	<p>Doncaster YOS will continue to consider services for procurement and commissioning in partnership with Children’s Services and Safer Doncaster. Reparation and Unpaid Work for 16 and 17 year old offenders are the largest commissioned contract managed by Doncaster YOS, These have been reviewed and re-commissioned.</p>
Asset Management	<p>The YOS is integrated in the Council’s strategic service asset management plan. Equipment purchased (nominally IT equipment under £600 Per unit) is recorded and maintained on the council’s corporate IT asset register held within the IT service. IT Services are responsible for replacement and renewal of purchased IT equipment under the managed service agreement contract with the YOS.</p>
Property Management	<p>The Councils Asset Management Group review YOS properties to ensure best value and efficient use of resources. Cost of property maintenance is managed through DMBC to ensure efficient use of contractors for jobs and achieve economies of scale for contacts. The YOS relocated during the previous financial year to the Colonnades. This has allowed much better contact with young people and addressed the on-going concerns that have been voiced by them with regard to the location of YOS. The service is planning to extend its opening hours to meet client needs with regular late opening and weekend service access now available. The aim of these strategies is to achieve greater flexibility and access for service users.</p>
Equality and Diversity	<p>We will be working closely with DMBC to ensure our practices are appropriate in this area.</p> <p>We will impact assess appropriate new service developments.</p> <p>We will be developing new systems to regularly collect and collate diversity information across the borough to identify and manage fair and equal access to services for all young people.</p> <p>All future programmes to be assessed for learning styles and accessibility with the help of our speech and language specialist. Different elements of programmes to be targeted at young people with particular learning needs.</p> <p>For young people out of statutory education provision we will identify and take into account their literacy and numeracy levels and if these are missing test for them. We will screen clients for dyslexia and where possible</p>

	<p>dyslexia is identified provide support to reduce the disadvantage this can cause.</p>	
<p>Efficiency</p>	<p>A number of actions to reduce costs within DMBC guidelines and directives are being implemented. Where savings opportunities are being identified we are working to develop and introduce them. The YOS has now moved location to Colonnades and this will reduce overall running costs for both YOS and Childrens Services as well as giving young people a far more accessible service</p> <p>The YOS is also looking at commissioning services where it can to become more efficient and cost effective. Where possible this will be done together with other YOS services in South Yorkshire</p> <p>Budget holder training for relevant staff will help to ensure that YOS keeps within its budget plans. Managing attendance targets have been tightened to improve attendance, and reduce the number of days lost through sickness. Improved reporting and monitoring of triggers is being introduced to ensure timely action to improve attendance. Sickness stage review monitoring and consistency of target setting in line with council policies have been put in place. This has reduced the number of days sick.</p> <p>The offender interventions Youth Justice Support worker role has been developed further with a goal of delivering more effective and consistent quality programmes, which in turn should enable better use of limited resources, improve attendance of clients and reduce duplication of effort. Individual sessional support is being remodelled and wherever possible and in conjunction with case managers, more efficient group working models will be introduced.</p>	
<p>Consulting</p>	<p>Project 1</p>	<p>Doncaster YOS will work with their commissioned partners in developing plans to give local residents an opportunity to have their say about community reparation projects</p>
	<p>Project 2</p>	<p>Doncaster YOS will continue to support a volunteering programme, including recruiting and training community panellists, mentors and support for reparation work.</p>

8. Information Governance

Security

Doncaster YOS data is held within the Doncaster Council network and is subject to the security of the council infrastructure. Access to the Careworks data is protected by first level access to the council network, which is administered by Doncaster Council procedures then secondary username and password access which is administered by the IT and Information team within the YOS. The system has a level of profiling to prevent excessive access and editing rights to data, and an audit trail to track events and actions on accounts to identify the author of changes. Where necessary staff will use the Childrens Services LiquidLogic system to input relevant information. To enable this to happen staff have been trained accordingly to ensure security of information.

The YOS uses induction and exit procedures to ensure that staff are removed from authorised access to systems on leaving the service.

The YOS database is backed up twice daily as a business critical system and emergency recovery procedures allow for a loss of input data up to 24 hours.

Quality

The YOS complies with data quality audit of the council and data and performance is monitored and challenged at monthly performance and quarterly management board (Partnership) meetings. The YOS employs a system of quality control checks on input data and performance.

The YOS employs a small IT & Information team to analyse and check input data on the Careworks system. An Operational Manager has responsibility for Quality Control to ensure that good practice and accuracy underpin the data entered. An Operational Manager has responsibility to ensure that identified training needs are effectively commissioned or delivered in-house.

Legal and Regulatory Compliance

Doncaster YOS works to ensure that data and information is held and handled in conjunction with all legal regulation, principally the Data Protection Act, the Freedom of Information Act, and the Human Rights Act.

The YOS works with Information Governance, IT security teams and the Legal department within Doncaster Council to ensure that the provision of legislation regarding the appropriate legal use of data is upheld and maintained.

9. Success and learning from last year

A. Achievements

- Successful move to a central town location
 - Further reduction in recidivism rates
 - Supporting the training of social workers and other staff within Childrens Services
 - Provision of dedicated staff to Stronger Families
 - Reduction in first time entrants into the youth justice system
 - On-going development of health needs assessments by a general health nurse resulting in young people known to the YOS having better access to healthcare services, with more services offered in house
 - Provision of dedicated staff within the Stronger Families programme
 - Continued improvements in quality of assessments and assessment led interventions
 - Excellent financial management leading to improved performance whilst keeping to budget
 - Improvements in compliance with new nationally agreed standards of delivery. Electronic transfer of key information to and from secure estate and police resulting in better risk management
 - Improvements in integrated working, and embracing the One Team Working ethos.
 - Strategic partnerships are strong leading to improved multi-agency working with young people with complex needs
 - Introduction of dyslexia testing for all young people
 - Strong improving performance of young people gaining access to education, training and employment in a very difficult financial climate nationally
 - Analytical use of good quality Careworks data
 - Continuous development of an excellent Core Thinking Skills programme and other nationally approved programmes to support young people.
 - All staff have completed e-learning Data Protection training
 - Children in Care Education Service SLA ensuring all CiC open to YOS are supported with their education
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B. On-going Objectives			
Outcome	Progress	Learning	2014/15
Improved public confidence in Youth Justice	Much has been done to increase the public perception of safety, however this is a continuous process affected by national events	Need to ensure that All elements of good practice and results are conveyed to the public in a positive manner	On-going work
Improve assessment of risk	Risk panels now fully introduced. Better risk planning Breach panels introduced to ensure that young people are given every opportunity to comply with their order	Need for further improvements in risk assessment and management oversight of risk processes	On-going work.
Literacy and numeracy needs for young people being effectively addressed	Literacy and numeracy levels are obtained and assessments undertaken where not available	Need to embed good practice across the Service. Programmes need to match learning levels.	On-going work

10. Key Performance Indicators

Description	Owner	12 months to March 2013	2014/15 Target	2013/14 Year-End outturn	Service plan numbered actions
Numbers of first time entrants into the Youth Justice System (per 100,000)	Management Team	171	250	147 (9 months data)	See action plan 3
Percentage of children and young people known to the YOS receiving their statutory entitlement to education or training	Giles Wilkinson	61.8%	70%	72.7% (9 months data)	See action plan 2
Percentage of children or young people going through the courts sentenced to custody	Management Team	10.1%	5%	12.2% (9 months data)	See action plan 5
Proven re-offending rates for children and young people (per 100 offenders)	Management Team	74%	75%*	66% (6 months data)	See action plan 2
Percentage of children and young people known to the YOS in suitable accommodation	Management Team	100%	100%	100%	* nine month figure See action plan 2
The ethnic composition of young offenders	Management Team	3.2%	4%	2.94% (9 months data)	See action plan 1

The year end figures will be included when available.*

11. Monitoring and communicating the service plan

This Service Improvement Plan has been developed with input from the Service Management Team as well as the YOS Management Board. The plan has been discussed in team meetings and a briefing session for all members of YOS staff. It has been approved by Doncaster YOS Management Board. In line with best practice guidelines from the YJB the Doncaster YOS Management Board includes representation from Doncaster Magistrates Courts, Housing, Local Authority, Probation, Health and Police

Operational and senior managers from the YOS meet together every two weeks to discuss strategic developments or areas of concern. Progress against targets in the plan will be monitored at this level and communicated to staff via team meetings or YOS briefing sessions. The Partnership will be informed about key issues as and when they develop.

The Plan will be made available to the Safer Doncaster Executive Board, the Local Children’s Safeguarding Board and the Children Doncaster Partnership. It will be made available on the Doncaster Council website.

Plan(s)	Responsible Team & Partner(s)	Reported to (and frequency)
Training Plan	Interventions Team Manager	YOS management Team and Board (quarterly)

Reducing custody By Children in Care Plan	CiC forum (joint YOS and CYPS)	Assistant Director Children and Families (quarterly)
Reducing custody Plan	YOS management team	Youth Justice Board (quarterly)
Asset Improvement Plan	YOS management team	YOS Partnership (quarterly)
Safeguarding Plan	YOS Management Team	Doncaster Childrens Safeguarding Board (annually)
Youth Justice Plan	Police, Health, Probation, YJ, Local Authority, PCC	YJB, Local Authority, PCC, Safer Doncaster Partnership, Doncaster Childrens Safeguarding Board

12. Action plan		
Reference Number		1.0
Outcome		<i>Improved public confidence in the youth justice system.</i>
Responsible		Resources / Accommodation Implications
Team	Partners	
YOS management team	Safer Doncaster, South Yorkshire Police	Resources limited by budget restrictions.
Action(s)		Success Measures
Continue to equality impact assess relevant new service developments		Reduced disproportionality in young people within the youth justice system (target of 4% of young people known to the YOS to be BME, in line with the general population)
Develop system for appropriate selection and de-selection of young people for DYO and IOM lists Improved joint working with police case workers and police offender management unit		Successful implementation of Integrated Offender Management and DYO strategies, leading to a reduction in levels of offending amongst targeted group

<p>Implement reparation action plan</p>	<p>Improved public involvement in choice of reparation provision Outsource reparation to third sector delivery in partnership with the YOS</p>
<p>Take positive action to encourage recruitment of volunteers Highlight positive aspects of volunteering through press and media releases Improve options available to volunteers and develop and deliver appropriate training programmes</p>	<p>Increase in percentage of YOS volunteers</p>
<p>Implement system for speeding up process of arranging first appointments following Court appearance</p>	<p>Increased confidence of young people and families in the Service</p>
<p>Encourage magistrates to spend time with YOS workers to find out what we do and how we do it</p>	<p>Numbers of magistrates spending time with the YOS</p>
<p>Progress and Comments</p>	
<p></p>	

Reference Number		2.0
Outcome		<i>Reduced re-offending by children and young people</i>
Responsible		Resources / Accommodation Implications
Team	Partners	
YOS management team	All agencies represented on Management Board	Resources limited by budget restrictions
Action(s)		Success Measures
Development of comprehensive and quality menu of appropriate programmes tackling offending behaviour		Range of evidence based programmes available
Further development of Core Thinking Skills programme		Re-offending rates, as evidenced by monitoring of rate of proven re-offending through analysis of cohort information
Successful embedding of the Scaled Approach		Core Thinking Skills programme accepted by court as an acceptable and appropriate programme
		Intervention plan quality assurance (to be completed by practice managers one per worker per quarter)

	<p>Reduction of percentage of young people sentenced to custody to 5% of sentencing episodes</p>
<p>Improve risk assessment and management systems</p>	<p>Improvements in consistency of quality risk of serious harm assessments</p> <p>Improved evidence of managerial overview of cases</p> <p>Introduce use of Risk Management Panels</p> <p>Implementation of system to highlight vulnerable or risky young people for increased managerial oversight</p> <p>All to be measured through quarterly internal audits of sample cases</p>
<p>Implement Asset improvement plan paying particular attention to initial assessment standards</p>	<p>Improvements in Asset quality, evidenced through quality assuring 10% of assets</p> <p>Improvement in Asset quality through targeted training identified through planned quality assurance</p>
<p>Improve education, training and employment outcomes for children and young people who offend by :</p>	<p>Improved access to ETE provision for children and young people who offend, thereby achieving 70% target</p>

<ul style="list-style-type: none"> • Implementing the YOS ETE Action Plan • Ensuring young people with dyslexia are identified and supported • Improving the ability of young people to access education and training opportunities • Implementing the Doncaster Careers Education and Information, Advice and Guidance(CE/IAG) Quality Standard (might be worth checking with Pam Bolderson that this still exists) • Improving ETE data recording practices across the service • Improving tracking of client's ETE status enabling appropriate support • Ensuring young people are advised of the disclosure of convictions changes resulting from the LASPO Act effective March 2014 • 	<p>Numbers of young people successfully completing ETE provision Use of Dyslexia testing for all new entrants to the criminal justice system who have not been previously tested.</p>
<p>Maintain improvements in the numbers of young people known to the YOS in suitable accommodation by:</p> <ul style="list-style-type: none"> • Identify funding to ensure the support services from Doncaster Housing for Young People (DHYP) can continue • Maintaining and strengthening links with a wide range of housing providers in the borough 	<p>Maintenance of improvements in suitable accommodation for young people who offend</p> <p>Support services for YOS young people continuing</p>

<ul style="list-style-type: none"> • Ensuring the accommodation needs of young people are represented in strategic plans across the borough • Working closely with 16+ service and Referral and Response Team to ensure best provision for YOS young people of Doncaster 	
<p>Reduce alcohol related crime by:</p> <ul style="list-style-type: none"> • Improving information systems to help us understand the level and nature of alcohol related crime committed by young people • Improved work with the police to target young drinkers with short intervention • Use of an arrest referral scheme to improve assessment of young people in police custody who may have an alcohol problem • Work with Operation Alliance and alcohol targeted programmes to identify problem areas. 	<p>More accurate information about levels of alcohol related crime committed by young people in Doncaster</p> <p>Numbers of young people receiving YOS intervention having been identified by the police as problem drinkers</p> <p>Numbers of young people receiving an intervention following identification of an alcohol problem at point of arrest</p>
<p>Reduce offending levels by children in care by – Applying the YOS-CICES SLA ensuring close monitoring of all CiC and their ETE engagement to ensure that all Doncaster CiC get the support with ETE they are entitled to in order to be</p>	<p>Supervision plans demonstrating that the needs of LAC have been considered</p> <p>Action plan being worked to</p>

<p>successful</p> <ul style="list-style-type: none"> • Ensuring initial planning meetings take place at residential establishments jointly with residential staff and involve joint planning to maximise compliance • Formalising the reducing offending by looked-after children strategy into a written plan of action • Training residential staff in restorative justice techniques • Agree protocols with CYPS for dealing with offences in residential establishments 	<p>Numbers of residential staff trained in restorative techniques</p>
<p>Work closely with the new Stronger Families programme to ensure that the right families are targeted and worked with.</p> <p>This will be done by</p> <ul style="list-style-type: none"> • Embedding processes within YOS which support the programme • Working with all partners to ensure effective management of resources • Providing developed skilled staff to target the identified problems 	<p>The reduction of interventions and emergency responses by all agencies</p> <p>Increased public confidence</p> <p>Reduction in re-offending rates</p>

Progress and Comments

Reference Number	3.0	
Outcome	<i>Reduced first time entrants into the Youth Justice System</i>	
Responsible	Resources / Accommodation Implications	
Team	Partners	
YOS Management Team	South Yorkshire Police, CYPS, IFSS, ABC+	
Action(s)	Success Measures	
Ensure that recording processes for 1 st time entrants on Careworks is efficient and effective with regard to information being created by IFSS team	High number of ONSET records being quality assured not requiring amendments.	
Work closely with IFSS and ABC+ unit to develop protocols for identification and notification of young people likely to offend. To include siblings.	Reduction in first time entrants	

<p>Provide support and training for use of ONSET and Careworks to IFSS staff</p>	<p>Improve quality of data being created and stored Improve quality of assessment</p>
<p>Active involvement in multi-agency panels to target support for young people and families at risk</p>	<p>Improved services for families and young people at risk</p>
<p>Assist IFSS to develop successful restorative intervention referral system for young people without criminal convictions on arrest</p>	<p>Numbers of young people receiving a restorative intervention Numbers of young people receiving a restorative intervention who subsequently re-offend</p>
<p>Progress and Comments</p>	
<p></p>	

Reference Number		4.0
Outcome		<i>More effective and accountable safeguarding practice</i>
Responsible		Resources / Accommodation Implications
Team	Partners	
YOS management team	CYPS, Safeguarding Team and Board	
Action(s)		Success Measures
Implementation plans to reduce custody for Children in Care		Reductions of percentage of Children in care in custody
<p>Increase numbers of CAFs completed on young people known to the YOS, particularly for:</p> <ul style="list-style-type: none"> • young people subject to cautions and conditional cautions • young people exiting the service who still have unmet need • young people being supervised in the service where more specialised support may be needed <p>Further CAF training for staff and managers will be needed</p> <p>Prioritisation of involvement in CAF planning meetings</p>		<p>Numbers of CAF plans initiated by YOS staff</p> <p>Levels of involvement in CAF plans by YOS staff for young people known to the Service</p> <p>Numbers of staff CAF trained</p> <p>Percentage of meetings attended by YOS staff</p>

<p>Establish consistent methods of recording all of the above</p> <p>Establish system of routine auditing/quality assurance of cases to ensure young people are safeguarded in order to:</p> <ul style="list-style-type: none"> ▪ Ensure that all case files evidence clear management oversight ▪ Ensure risk panels continue to capture all appropriate cases through auditing <p>Develop system of recording audit information</p>	<p>Audits taking place every quarter</p> <p>Records of audits being kept</p>
<p>Ensure all staff are given appropriate safeguarding training in their induction</p> <p>Ensure managers are have sufficient clarity regarding levels of need</p> <p>Include item on safeguarding in YJW and YJO appraisal template</p>	<p>Completion of e-safeguarding training course and any further training programmes identified throughout the year</p> <p>Managers making and recording robust decisions as evidenced in audit</p> <p>Item on safeguarding in YJW and YJO appraisal template</p>
<p>Progress and Comments</p>	
<p></p>	

Reference Number		5.0
Outcome		Reduced custody rates
Responsible		Resources / Accommodation Implications
Team	Partners	
YOS management team	South Yorkshire Police, sentencers, CPS	
Action(s)		Success Measures
<p>Encourage the engagement of Magistrates and District Judges and the Courts in the work of the YOS</p> <p>Prioritising pre-sentence reports and sentencing at Court to enable case holders to attend with their young people enabling one point of contact for each client</p> <p>Provide training for YOS staff regarding breach</p> <p>Ensure magistrates are given feedback about positive outcomes</p> <p>Ensure that Magistrates have access to a proportion of cases where Out of Court Disposal has been used to ensure confidence in system</p>		<p>Reduction in numbers of young people sentenced to custody to 5% of total sentencing episodes</p> <p>Sentencing taking place in the morning</p> <p>Numbers of magistrates attending training sessions</p> <p>Numbers of YOS staff attending training sessions</p> <p>Evidenced through quality assurance processes</p> <p>Further development of system for giving magistrates feedback on positive outcomes</p>

Improvement in Asset quality and consistency	
Improvement in PSR writing and recommendations	
Progress and Comments	

Key for progress column

Blue identifies actions which have been completed

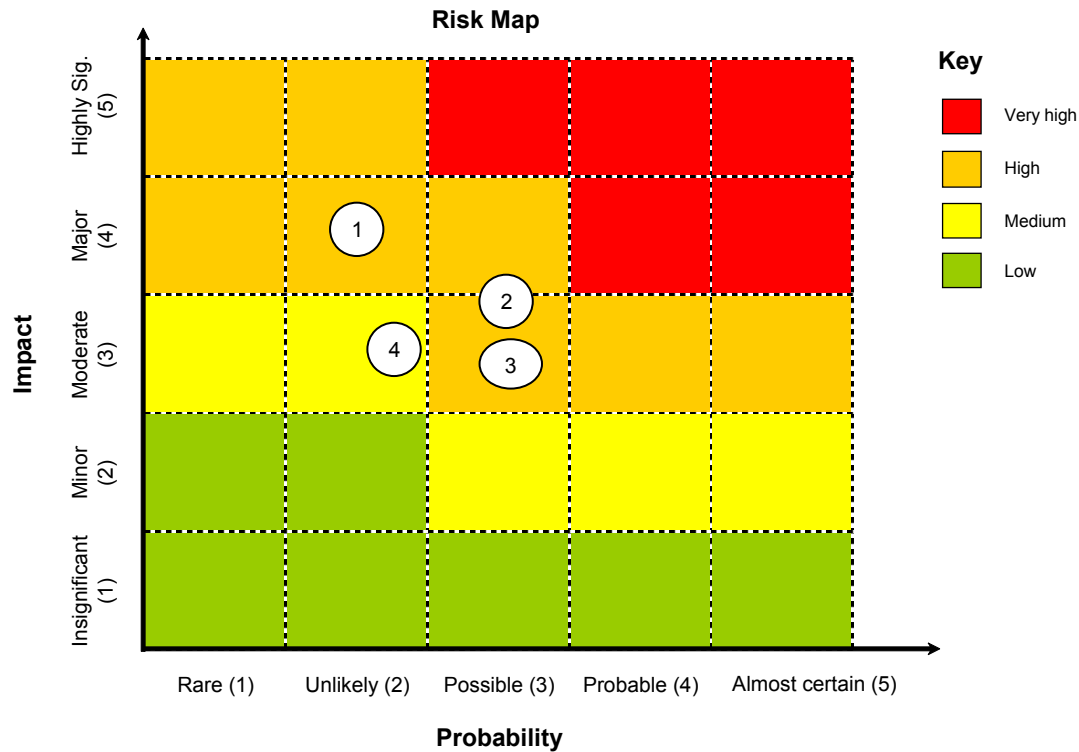
Green identifies actions which are on track and progressing well

Amber identifies actions where there has been some delay or obstacle, but it will still be possible to complete the action by the end of the year

Red identifies actions which are not progressing as planned and which are at significant risk of not being achieved at all; they may require significant development or re-design

13. Service area risks

The key risks that could stop or make it difficult for the service area to meet its outcomes have been plotted on the risk map below and described and evaluated in the summary risk register. The analyses behind each risk and the action plans proposed to manage them have been included in the detailed service risk register.



Click and drag the risk numbers to plot them on the risk map:

- 5
- 6
- 7
- 8

Summary Risk Register – Template A

No.	Risk	Risk / Issue	Prob	Impact	Rating	Delegated owner(s)	Key contact(s)	Last review date
1	Funding from YJB and partners reducing		2	4	High/Medium	Graham Hobson	Carol Harris	31.12.13
2	Increase in offending rates due to adverse economic climate, leading to increase in workload		3	3	High	Graham Hobson	Mick Lindley	31.12.13
3	Increase in demand for more intensive services due to changes in assessment practices or expectations of the Courts not matching services or interventions available		3	3	High	Graham Hobson	Mick Lindley Kathryn West	31.12.13
4	Budgets reductions would have an impact on performance. In turn, a harsh HMIP inspection assessment coupled with public perception of the descriptors (which are now framed negatively) could damage our reputation and lower public confidence in our work		3	2	High/Medium	Graham Hobson	Management Team	31.12.13

Youth Offending Service as at March 2013

