

Young People's Services
Doncaster Youth Offending Service
Youth Justice Plan 2018/19

(DRAFT)



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1. Executive Summary

The following plan outlines the statutory priorities for the delivery of Youth Justice Services throughout the borough of Doncaster in 2018/19.

The report highlights some very good performance in relation to the continued success of the YOS in reducing re-offending rates and reducing the use of custody.

The Youth Crime Prevention Programme, Team EPIC, has built on its success in 2017/18 in reducing First Time Entrants to the Criminal Justice System and Doncaster continues to be one of the fastest reducing areas in the UK.

Both the YOS and EPIC have benefitted from a practice development programme which has seen the embedding of Dialectical Behaviour therapy, Forensic Psychology, Speech and Language Therapy and Multi-Systemic Psychotherapy.

In the past year fewer children than ever before have entered the Criminal Justice System. Those that have entered the Criminal Justice System have re-offended less frequently than comparator areas and fewer children than ever have received custodial sentences.

Lastly, the plan will outline the targets for 2018/19, which take into consideration a significant national change to how re-offending cohorts are measured, which will affect performance both nationally and locally. However, the plan outlines how Doncaster YOS will adapt to these challenges to maintain the strong performance which has been achieved over the past two years.

In addition to its statutory priorities, Doncaster YOS and Team EPIC remain committed to working within communities to reduce youth led anti-social behaviour, promote community cohesion and to make Doncaster a better place to live, work and achieve within.

2. Who are we and what do we do?

Doncaster Youth Offending Service (YOS) is part of Doncaster Children's Services Trust (DCST) Targeted Youth Support Service (TYS).

TYS is comprised of the YOS, the leaving care service (Inspiring Futures) and the youth crime prevention service, (EPIC; Encouraging Potential Inspiring Change). YYS is committed to improving outcomes for children, young people and their families, specifically to help them lead happy, safe and aspirational lives.

Youth Offending Teams (YOT's) 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. As Doncaster's YOT, the YOS consists of professionals from a range of disciplines including police, health, probation, youth justice, social work, education, housing, information advice and guidance, substance misuse and systemic family therapy.

The statutory aim of the Youth Justice System, as laid out in the 1998 Act, is to prevent youth offending. Work to prevent young people from offending and entering

the Youth Justice System is undertaken by EPIC, while the YOS works with children and young people who have offended and already entered the Youth Justice System in order to help them to avoid re-offending. It also works to keep young people safe from harm and to protect the public from young people who may pose a risk of causing serious harm. The YOS conducts these responsibilities through robust risk management processes including engagement with forums such as MAPPA (Multi-agency public protection arrangements).

EPIC has been operational since 2016 and is designed to divert young people from entering the Youth Justice System for the first time, using a robust triage model to offer voluntary intervention as an alternative to a formal Police Caution or prosecution, where it is safe and proportionate to do so. EPIC delivers a number of programmes based on building emotional resilience and consequence awareness, whilst encouraging young people to engage in programmes and interventions designed to increase aspiration and opportunity.

The YOS uses the AssetPlus assessment tool with all young people referred. This is a “strengths based” predictive methodology to understand the issues young people face in relation to their offending, to help practitioners formulate an intervention plan to address any presenting needs and to build on the strengths already displayed by young people. The YOS also undertakes specialist work in the areas of young people who present sexually harmful behaviours and also with young people who may benefit from restorative justice interventions with our commissioned partners, The Junction and REMEDI.

Young people referred to EPIC are screened via a locally and specifically designed tool drawing on Signs of Safety. If more detailed assessment is required following the screening then this is carried out using the new AssetPlus assessment tool.

Doncaster YOS is committed to the use of whole family approaches to achieve sustained change to familial cultures which supports better outcomes for children and young people. Therefore, we work closely with Doncaster MBC’s Stronger Families programme (the local response to the government’s Troubled Families initiative) using systemic approaches to strengthen families and improve communities.

The operational work of Doncaster YOS is overseen by its strategic Management Board which is composed of Senior Managers and leaders from partner organisations who have the operational and strategic expertise to challenge and develop the offer from Doncaster YOS.

The Management Board composition is as follows:-

Mark Douglas (Chair)	Chief Operating Officer, Doncaster Children’s Services Trust
Neil Thomas (Vice Chair)	Superintendent - South Yorkshire Police
Riana Nelson	Assistant Director Learning and Opportunities DMBC
Claire Scott	Stronger Communities and Families Manager - DMBC
Richard Cherry	Chief Clerk to the Justices
Mark Steward	Head of Access to Homes – St Leger Homes
Paulette Page	Team Manager – National Probation Service

Andy Maddison	Public Health Specialist
Cllr Nuala Fennelly	Lead Member for Children, Doncaster MBC
Cllr Chris McGuinness	Lead Member for Crime, Doncaster MBC
Robert Allen	Head of Service, Early Help DMBC

The Head of Service is directly managed by the Chair of the Management Board ensuring a clear line of sight to operational practice.

The YOS strategic Management Board also feeds into the following local strategic boards:-

- Safer, Stronger Doncaster Partnership Board
- Strategic Education Attendance Board
- Children Young People and Families Board
- Opportunity Area Partnership Board

3. Performance against last year's plan

In last year's plan a number of key performance indicators were set to demonstrate the YOS's progress against its strategic and operational goals. This section highlights progress in these key areas and provides narrative on how targets were achieved and what further action may be required to consolidate improvements.

Reducing First Time Entrants

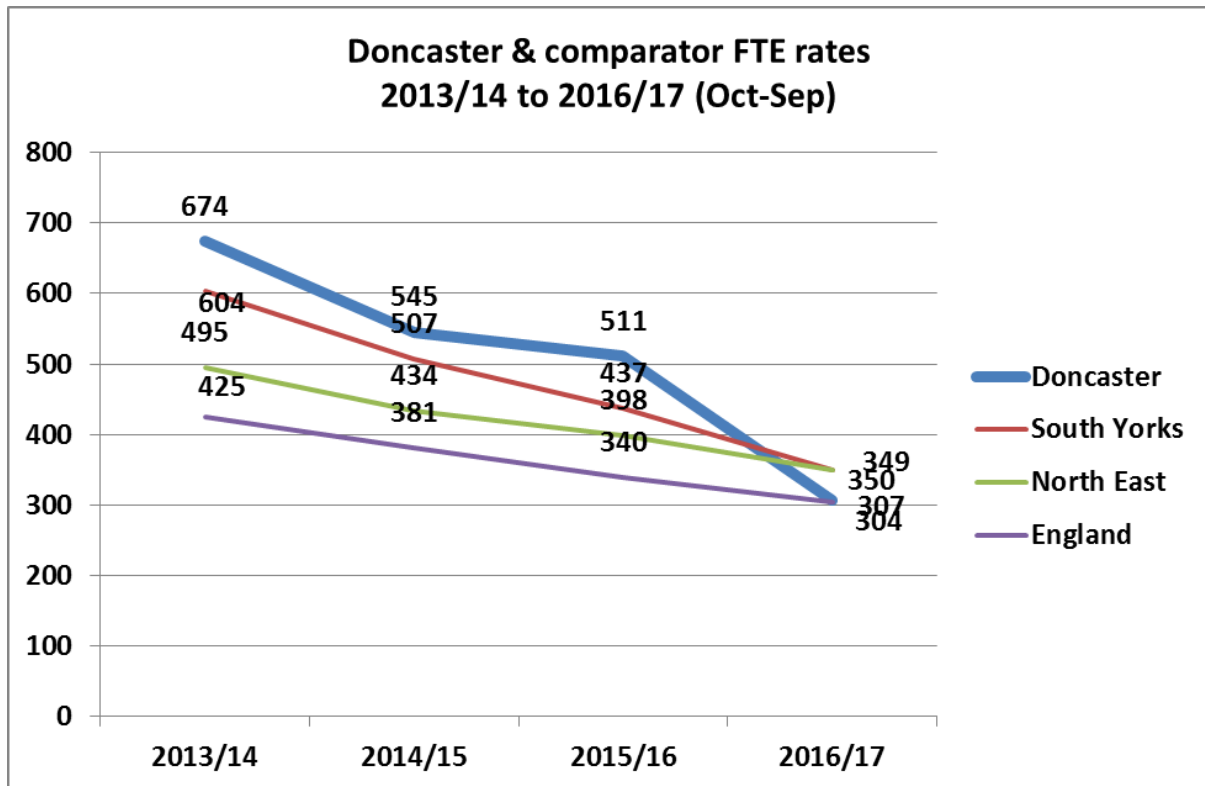
Young people who enter the Youth Justice System for the first time are known as First Time Entrants (FTE's). Entering the Youth Justice System can have a severe impact on young people's career prospects as they acquire a criminal record which may have to be disclosed to prospective employers. There is also a risk that bringing young people into the Youth Justice System prematurely can "criminalise" them, such that they start to see themselves as "offenders" and begin to adopt pro-criminal associates and lifestyle. Therefore bringing young people into the Youth Justice System should be a last resort, taken only when all other viable options for diversion have been exhausted.

In 2015/16 Doncaster had the 5th highest FTE rate in England, and South Yorkshire as a whole had the highest rate amongst all policing areas in England. Therefore we set a target of reducing the number of FTE's by 15% in 2016/17 and by a further 15% in 2017/18.

The strategy for achieving this was to establish EPIC and to provide robust alternatives to Police Cautions, Youth Conditional Cautions and prosecutions where young people have begun to offend.

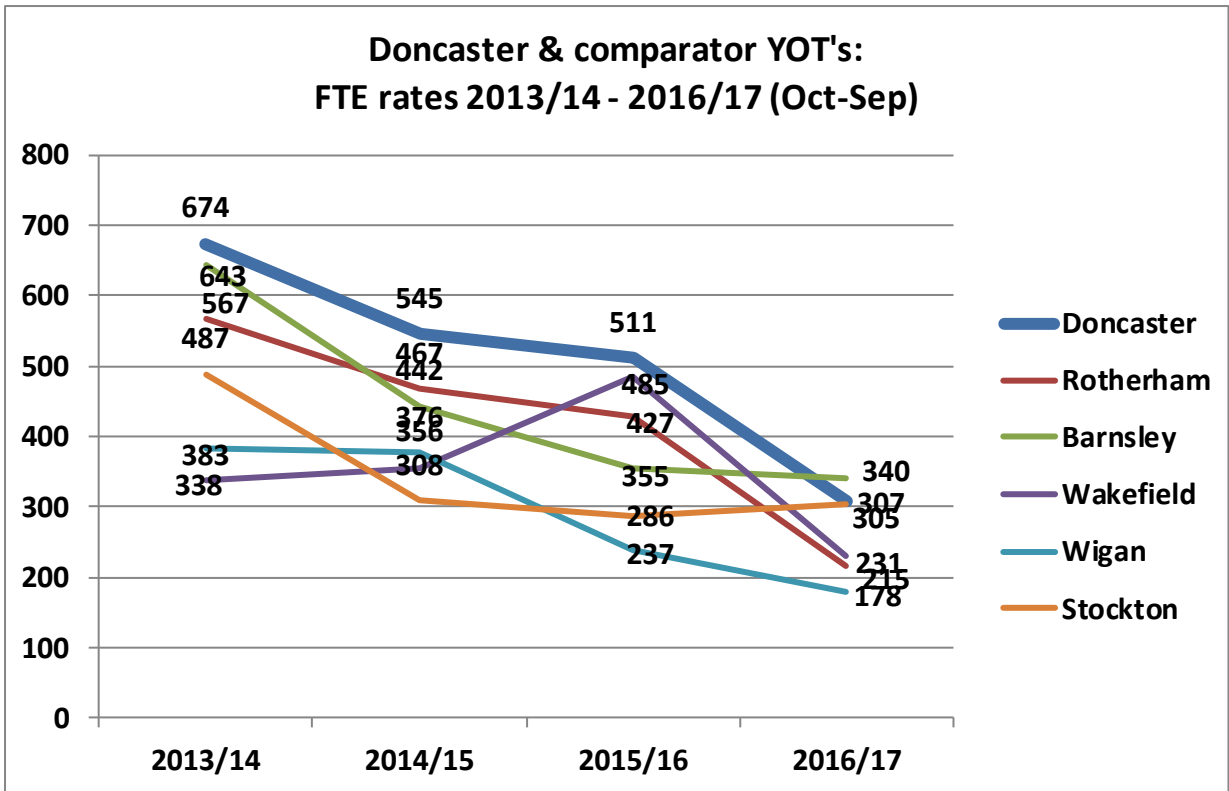
The official data shows that in 2016/17 there was actually a 45% reduction on the 2015/16 numbers. Both locally-held data and official data show that this reduction has continued into 2017/18. However, the official performance data is based on Police National Computer (PNC) data, and the outturn for the whole of 2017/18 will

not be known until late 2018. The latest official data is for the year to September 2017 and includes the whole of the first year that EPIC was operational. The graph below shows how Doncaster's FTE performance over the last 4 years compares with that for the South Yorkshire PCC area, the North East region and England:



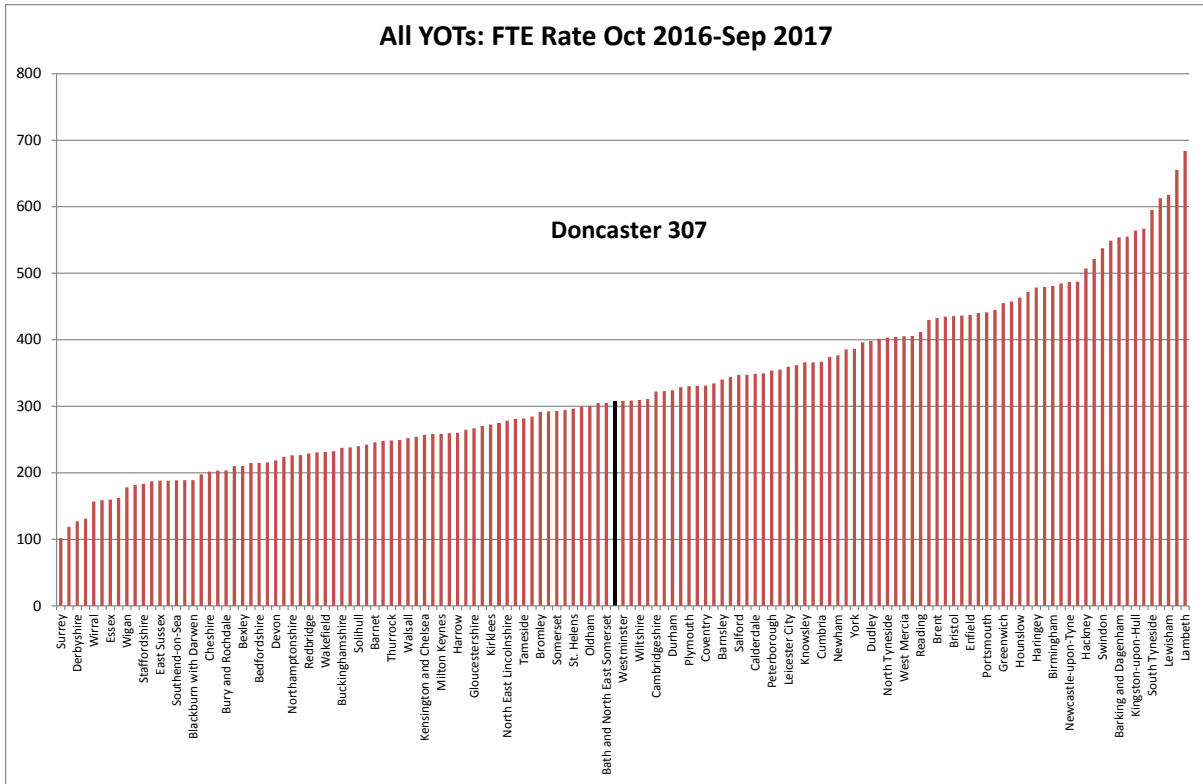
It shows that whilst there has been a general reduction in national and regional rates, the local rate has reduced far quicker over the last year. Doncaster has one of the fastest reducing FTE rates in England and is now very close to the national rate.

The following chart indicates Doncaster's performance compared with the 5 most similar areas:



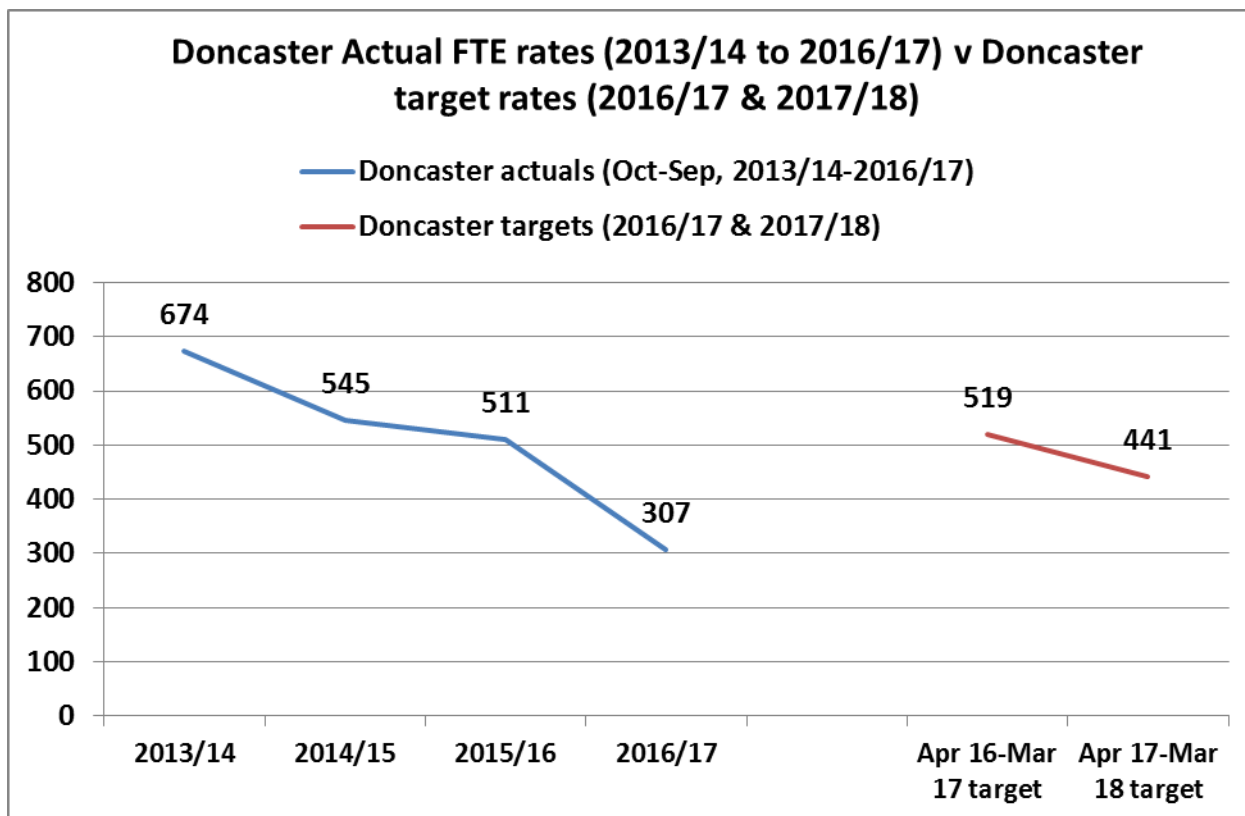
It shows that the rate for Doncaster has reduced remarkably over the period but nevertheless remains the 2nd highest amongst the 6 YOT areas as their rates have also generally reduced during this period.

The graph below shows how Doncaster now sits in relation to all other YOT areas in England:



Doncaster is now midway in the national table. Whilst Doncaster has made huge progress since 2015/16 the aim now must be to be in the top quartile.

The chart below shows how the latest FTE performance compares with the targets set for 2016/17 and 2017/18 as laid out in last year's Youth Justice Plan:



This shows that we are easily outstripping the targets set.

Further progress in reducing the number of FTE's in Doncaster is being made through a process change in addition to the availability of the EPIC resource. The process change is the introduction of the Triage Panel. This is a weekly meeting of police and Doncaster Children's Services Trust representatives to look at all the cases where the police are looking to caution or prosecute children and young people. Information on the offences and the young person's background is gathered and the Panel decides whether the young person may be diverted from the Youth Justice System by the offer of intervention from EPIC.

The process was implemented in October 2017 and ensures that no young person can become an FTE without their case having been referred to and discussed by the Triage Panel. This ensures that options for diversion are considered in every case where there is an admission of guilt and the young person could enter the Youth Justice System for the first time.

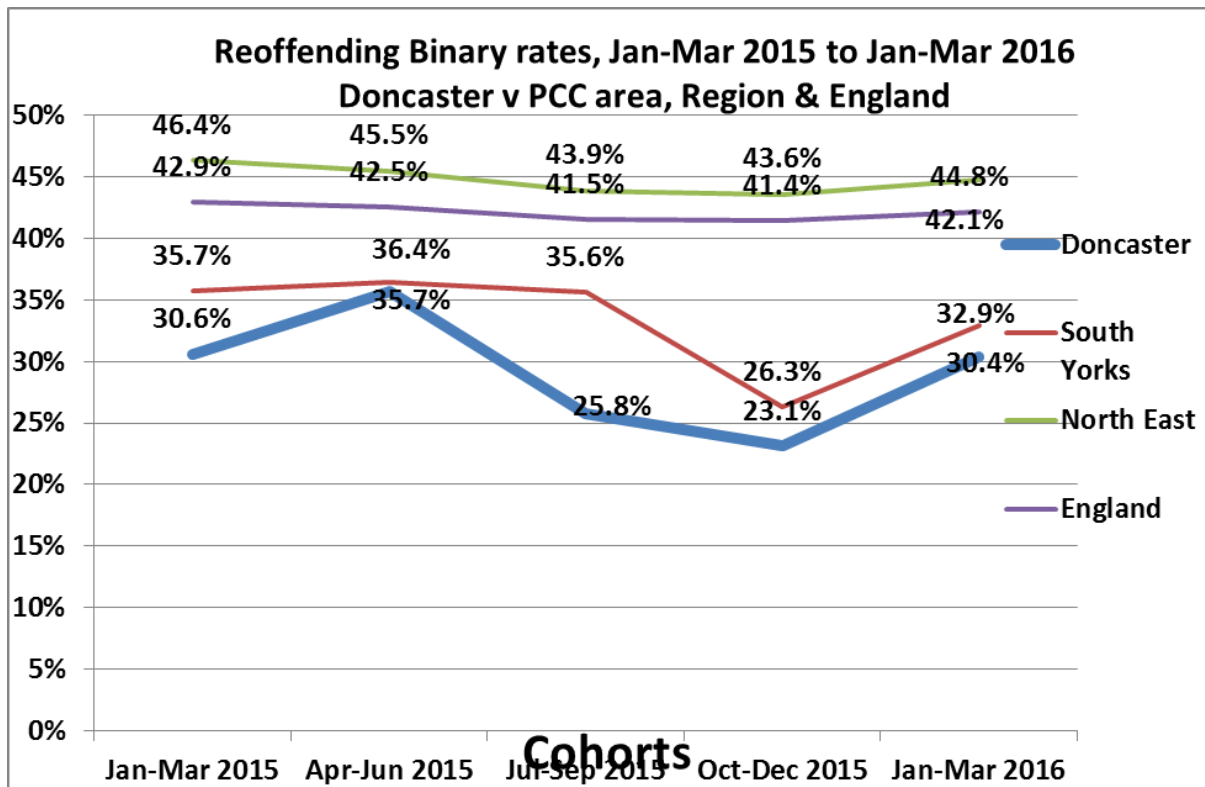
Reducing Re-offending

Reducing re-offending by young people is perhaps the primary reason for YOT's existence.

The measure is based on a cohort of young people receiving pre-court and court-ordered disposals or being released from custody during a 3-month period. Their proven re-offending is then tracked over 12 months from the date of the disposal. To allow for court proceedings to be completed there is a time lag in data being

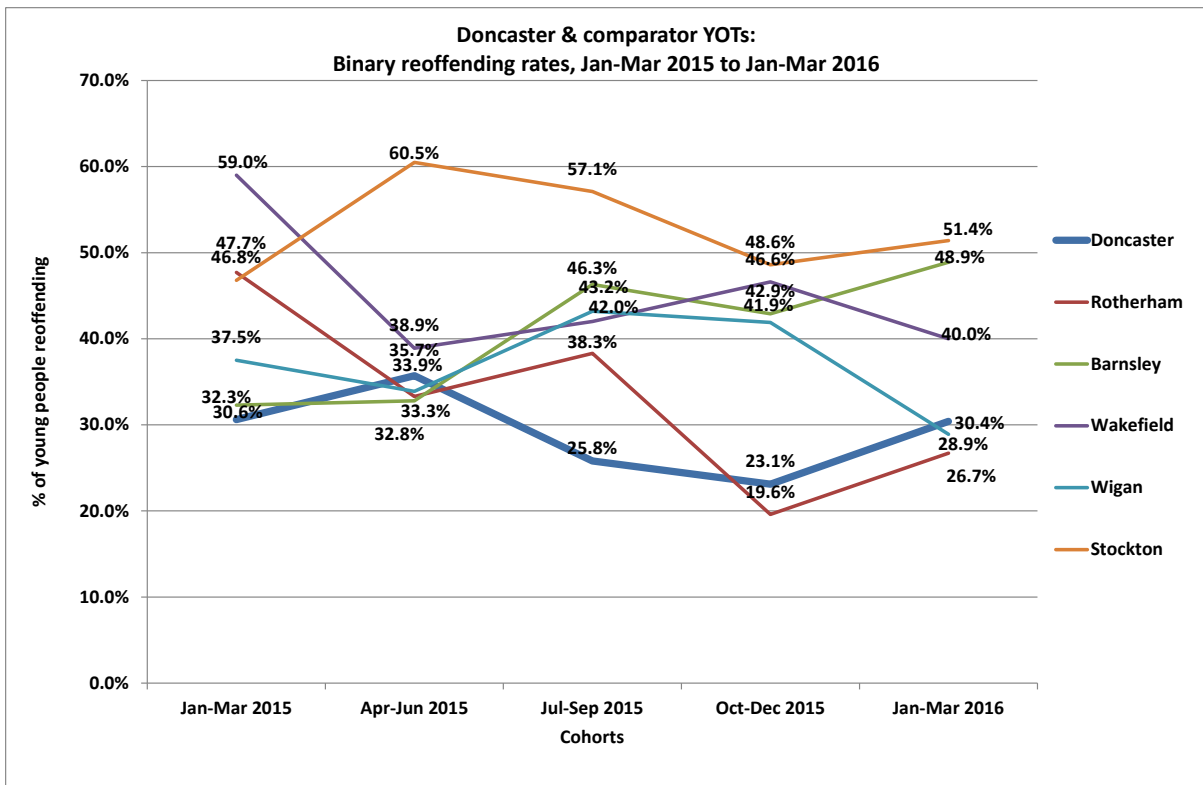
published. This means that the latest official data is for the January – March 2016 cohort.

The charts below show Doncaster’s binary re-offending performance for the last 5 cohort periods as against that for the South Yorkshire PCC area, the North East region and England:

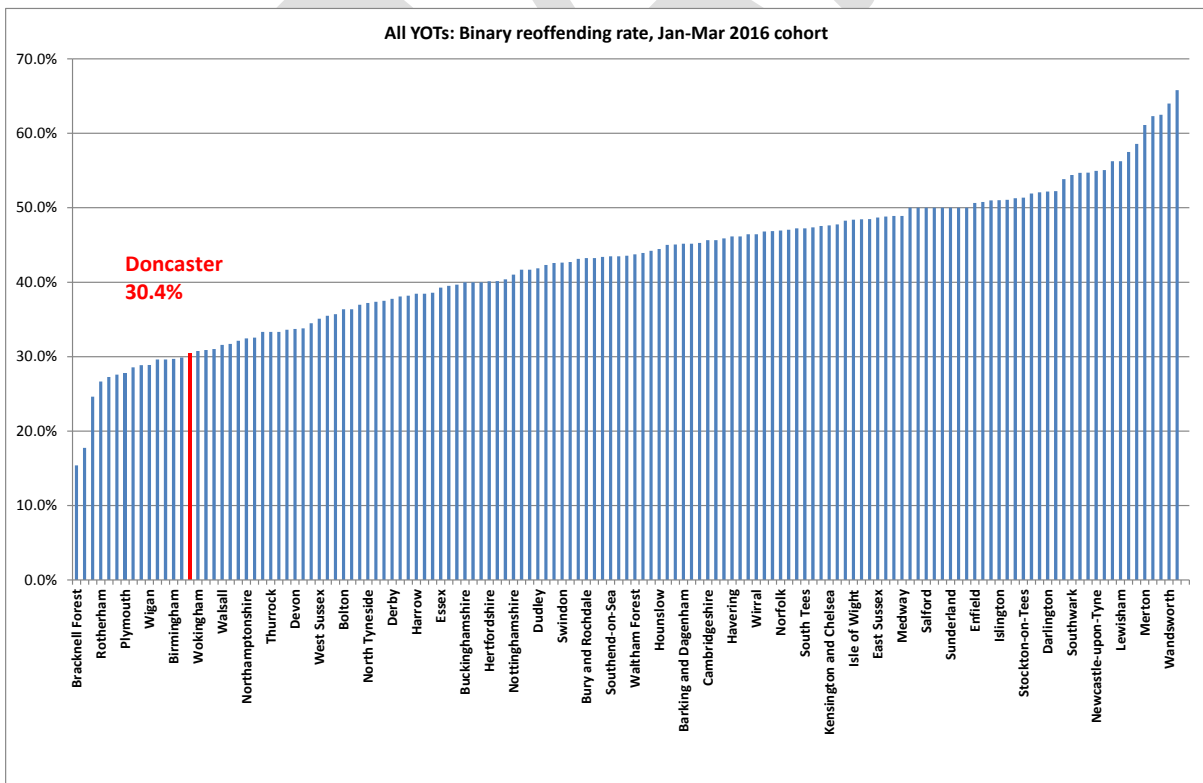


The latest rate of 30.4% is close to where it was for the same quarter the previous year. There were 69 young people in the latest cohort, of which 21 re-offended, committing 91 offences between them. This gives a frequency rate of 1.32 offences per cohort member. As cohorts are now measured quarterly rather than annual, the membership is much smaller and this leads to greater volatility in the rates from one cohort to the next. We therefore need to be looking at the underlying trend and it is clear that Doncaster’s re-offending rate is consistently lower than the regional and national rates.

The chart below shows how Doncaster’s binary re-offending rate over the last 5 cohort periods compares with those for the comparator areas:



With a binary rate of 30.4% Doncaster now has the 15th best re-offending rate amongst all YOT's in England, as shown below:



It should be noted that over the last decade the numbers of young people in the national and local cohorts has reduced by around two thirds. This means that those young people remaining in the cohort have, on average, far greater needs and risks

than those in earlier cohorts, and thus the likelihood of their re-offending is higher. Given that context, these results are particularly encouraging.

However, the activity to produce these results took place between one and two years ago and the official results of the work the YOS is doing now will not be known for another 2 years. In order to improve the re-offending rate of those young people in current cohorts we are using the YJB Re-offending Live Tracker. This includes all the young people in the cohort (whether currently on the YOS caseload or not) and enables a strategic view to be taken, looking at trends but also enabling us to ensure that young people get the right intervention at the right time to prevent them from re-offending or at least to reduce the frequency if they have already begun.

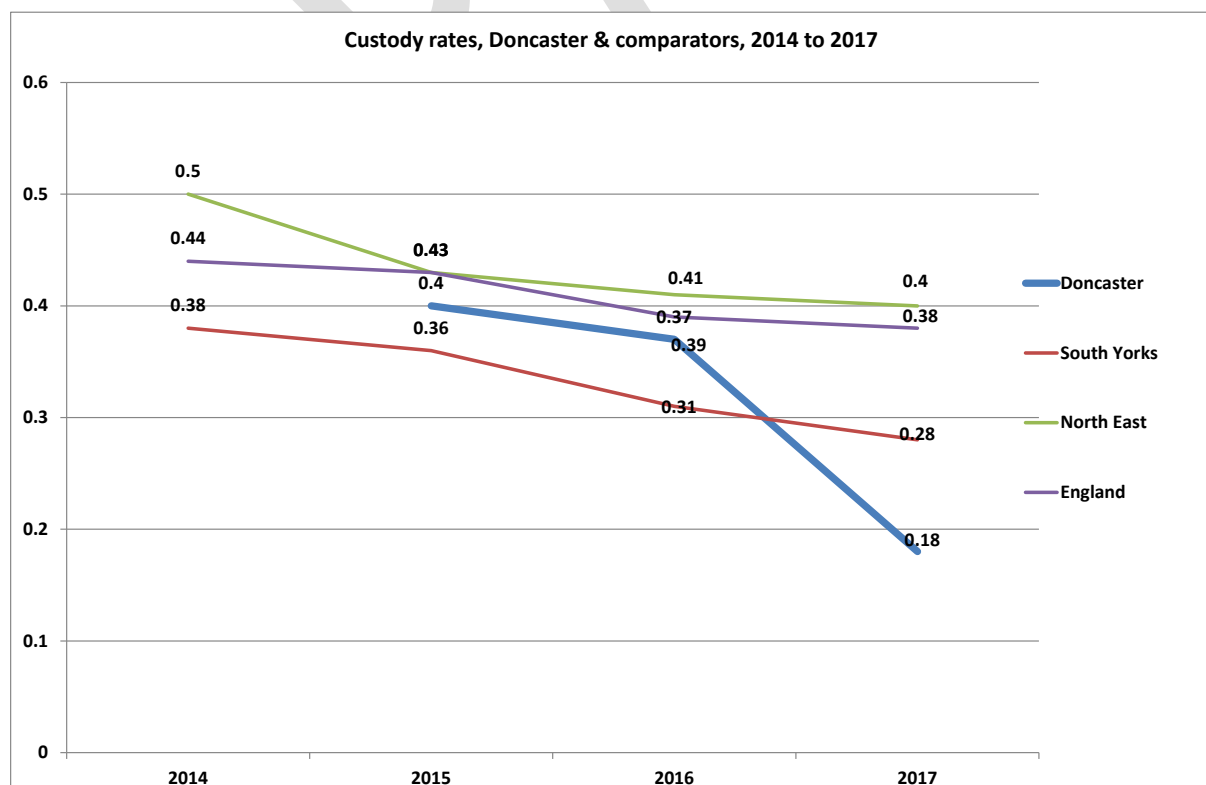
Reducing the use of custody

The YOS set itself an aspirational target of reducing the numbers of young people going to custody to 0.3 per 1000 of the 10-17 population in 2017/18 and 2018/19, which is below the national average. This was to be achieved by improving the confidence of the courts in the community based alternatives to custodial sentences offered by the YOS.

Outcome: Doncaster achieved a custody rate of 0.18 per 1000 of the 10 to 17 population for the latest period reported, well below the target set.

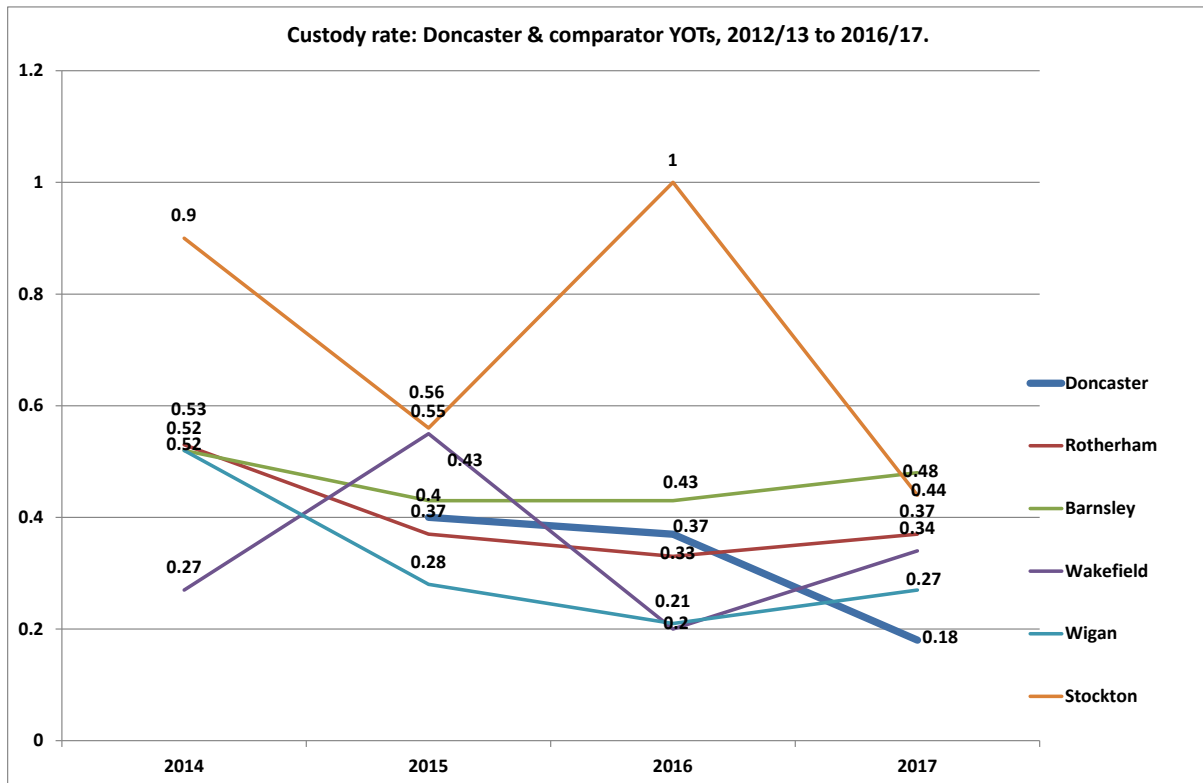
In real terms, this represents a reduction in the number of custodial sentences from 10 in 2016 to 5 in 2017.

Doncaster's custody performance against comparator areas is shown in the charts below:



This shows that Doncaster is now performing better than the South Yorkshire PCC area, the North East region and England as a whole.

The following graph highlights Doncaster's custody performance compared with that for the most similar YOT's:



This shows that our custody rate is the lowest in the group of most similar YOT areas.

The strategy is to maintain this low custody rate by continuing to provide courts with good quality Pre-Sentence Reports outlining robust community-based alternatives to custodial sentences.

Ensuring Young People who offend are in suitable accommodation and in appropriate full-time education, training or employment at the end of the order

If young people are to avoid re-offending then it is crucial that they are in appropriate accommodation and in appropriate education, training or employment by the time they come to the end of their YOS intervention.

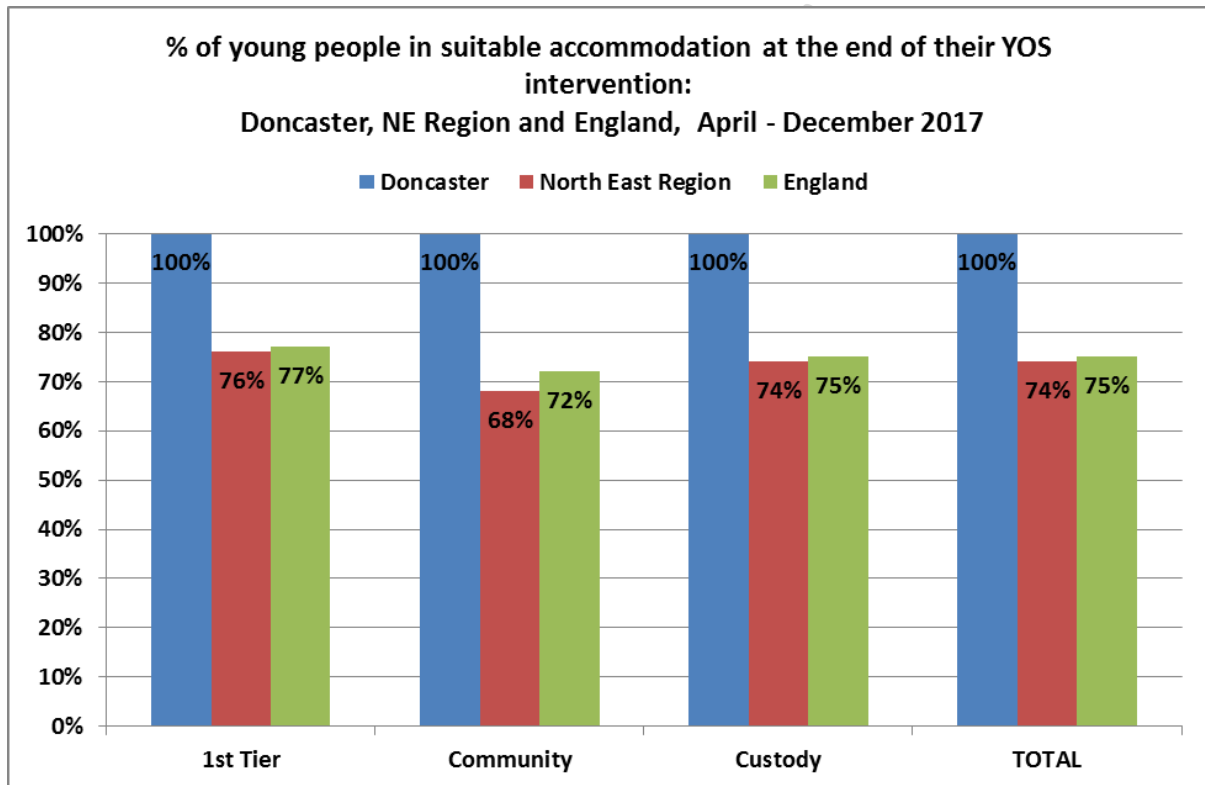
Accommodation:

The target set in the 2017/18 Youth Justice Plan was for 100% of young people to be in suitable accommodation by the end of their court order.

The strategy for achieving this has been for the YOS to continue to develop good professional relationships with partner agencies such as YMCA who notify us when they have vacancies coming up; Case Managers are pro-active in supporting young people to access this support by attending interviews with them. The YOS are also

represented at Homelessness Partnerships meetings which involve DMBC, St Leger Homes and charitable organisations, so that we are aware of changes to policy and procedure and can make wider links with specialist support. We also work closely with Children’s Social Care and offer family support so that where appropriate young people can remain at home, or with wider family members or in their Social Care placements.

The chart below shows this 100% target is being achieved so far in 2017/18. The North East region and England as a whole only achieve just over 70% of young people being in suitable accommodation at the end of their court orders.

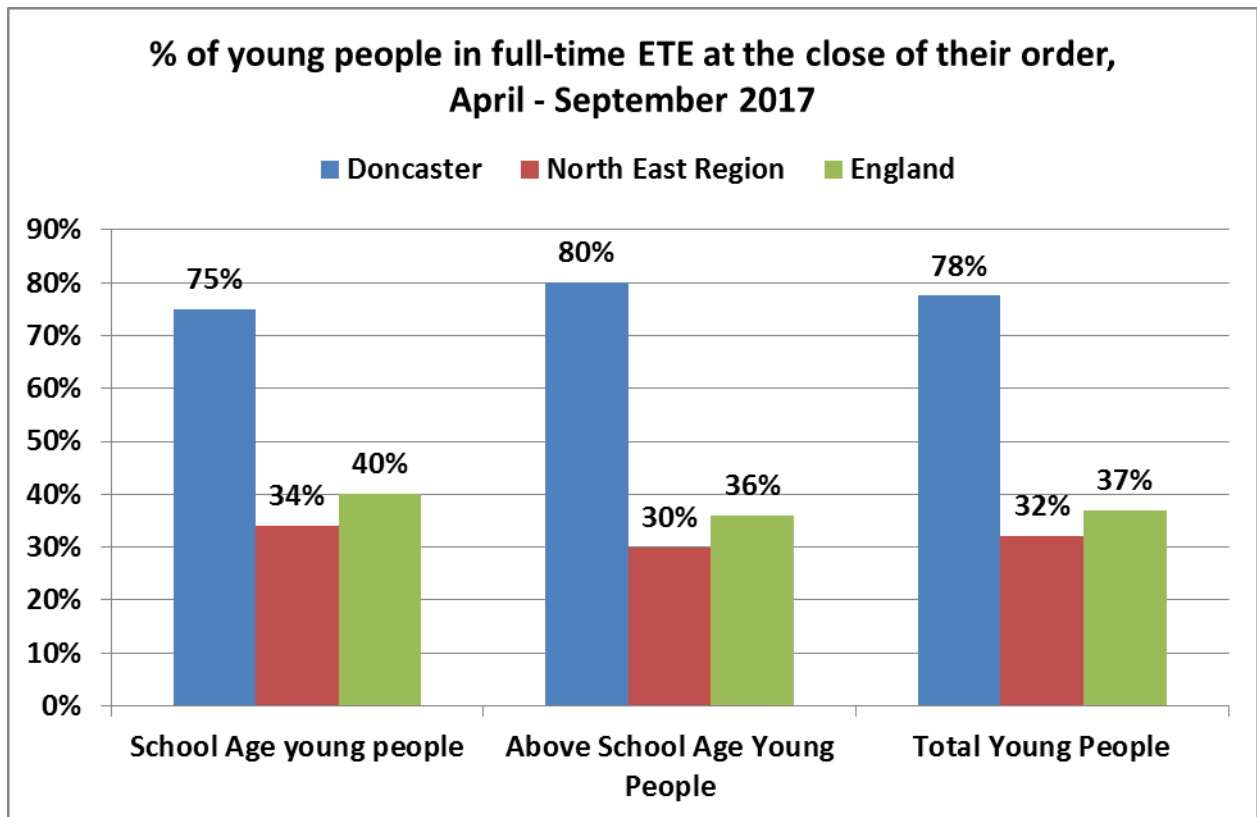


Education, training and employment (ETE):

Again the YOS set a very aspirational target of 90% of all young people being in suitable ETE provision on the final day of their order.

Doncaster YOS has a particularly strong ETE offer for both school-age and post-16 young people. Strong links exist with local secondary schools and academies, Doncaster College and Wetherby Young Offenders Institution, with whom working protocols are in place, which are frequently reviewed. This is further supported by the maintenance of positive professional relationships. In order to advocate on behalf of some of our more challenging young people, the YOS Education Co-ordinator is a standing member of the secondary inclusion panel and the Head of Service sits on the strategic education board.

The graph below shows how Doncaster YOS is performing against this demanding target in 2017/18 and how this compares with performance across the region and England.



This shows that the target has not been achieved so far for those young people of school age, nor those above school age. However, Doncaster still has far better rates than the region and England for both school-age and post-16 young people.

4. Strategic Objectives 2018/19

The key priorities of the Youth Offending Service in 2018/19 are:

- reducing the number of First Time Entrants into the Youth Justice System
- reducing the proportion of young people re-offending and the number of offences they commit
- reducing the use of custody and
- keeping young people and communities safe.

The following sections highlight the key work which the Youth Offending Service will undertake to achieve these aims.

Preventing young people from entering the Youth Justice System

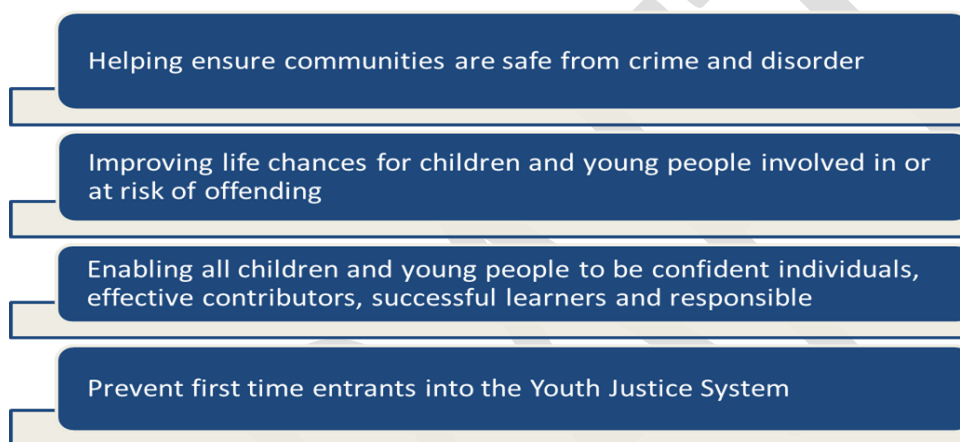
Whilst according to the latest data the number of First Time Entrants has reduced by 45% compared to the same period the previous year, Doncaster's rate can still improve further.

Preventing offending and criminalisation is integral to our shared vision of Doncaster becoming the best place to grow up in Yorkshire. Doncaster Children's Services

Trust and its partners are keen to ensure that Doncaster becomes and remains a positive place to live, a place where young people are safe, nurtured, healthy, achieving, active, respected, responsible and included.

We believe that as far as possible children and young people should be kept out of the Criminal Justice System because bringing them in too quickly criminalises them unnecessarily, giving them a criminal record which can blight future prospects. However, this is not to say that early offending should be ignored. Where offending does take place, good quality assessments leading to effective and timely interventions are needed to address the behaviour and its causes.

We take a whole family and child-centered, preventative approach focused on the following outcomes:

- 
- Helping ensure communities are safe from crime and disorder
 - Improving life chances for children and young people involved in or at risk of offending
 - Enabling all children and young people to be confident individuals, effective contributors, successful learners and responsible
 - Prevent first time entrants into the Youth Justice System

Families have a crucial role in supporting children and young people who begin to offend. EPIC works in partnership with families, recognising that they will remain in place long after the professionals have completed their interventions and therefore are key to sustaining change in young people's lives. Without harnessing the support of parents and families we are unlikely to bring about enduring improvements in young people's capacity to avoid offending.

Children may need help to take responsibility for their decisions and actions in line with their stage of development and understanding. Most children and young people who offend will mature into responsible adults.

Research shows that early intervention is central to preventing youth crime. The most cost-effective way to reduce youth crime is to prevent young people from getting into trouble in the first place. Preventing youth crime brings about huge savings of economic and social costs.

Local Authorities bear the largest share of the cost at £6.5 billion per year followed by the welfare system at £3.7 billion and the NHS at £3 billion. There are also high long-term costs to young people committing crime because we know that crime is associated with a range of poor economic and social outcomes. Preventing youth crime can therefore reduce these economic and social costs. We can achieve this by

dealing with those problems that make it more likely young people will commit crime or anti-social behaviour.

£3,620: Estimated average cost of a first time entrant (under 18) to the criminal justice system in the first year following the offence.

£22,995: Estimated average cost of a first time entrant (under 18) to the criminal justice system, nine years following the offence

£113,000,000: Estimated savings if one in ten young offenders were diverted toward effective support

EPIC is central to the strategy for reducing First Time Entrants by offering a robust programme of intervention for children and young people who would otherwise be issued with a Police Caution, Youth Conditional Caution or prosecuted and thereby brought into the formal Youth Justice System.

Performance Indicator	Out Turn 2016/17	Target 2017/18	Target 2018/19
First Time Entrants (FTE) PNC rate per 100,000 of 10-17 population YJB data. This comprises young people who receive a Police Caution or a Sentence	337	275	250

As can be seen from the data in the previous section, good progress has already been made in reducing the FTE rate in Doncaster, with a rate of 307 for the year to September 2017. However, we are setting targets of 275 and 250 for this year and next, which represents year on year reductions of 18% and 26% compared to the 2016/17 rate. A rate of 250 would currently be on the border of the 1st and 2nd quartiles of national performance.

However, in order to contribute to the vision of Doncaster being the best place to grow up in Yorkshire, the resource (EPIC) and the process (the Triage Panel) need to be brought together to embed the system-change in the way decisions are made regarding which young people need to be cautioned / charged and who can be safely diverted from the system.

With an effective Triage Panel in place and a credible and viable alternative disposal available (EPIC) then the prospects of achieving and surpassing the FTE reduction targets in the next year are very good.

Reducing Re-offending

Reducing re-offending remains a key priority for the YOS. The number of young people involved in the Youth Justice System has reduced substantially both nationally and locally over the last decade. Those young people remaining in the Youth Justice System on average have more previous offences, more previous disposals and who are more entrenched in offending than earlier cohorts, and this increases the average likelihood of re-offending, making performance improvement very challenging.

Doncaster YOS has adopted live tracking of the re-offending cohort. This is not simply to gain more up-to-date performance data (although this is useful) but also to seek to improve re-offending performance by ensuring the right action is taken at the right time with the right young people to prevent re-offending or at least to reduce its frequency once young people have begun to re-offend.

In order to work effectively with this more challenging cohort, the YOS has adapted its intervention offer to improve outcomes for young people. This has been informed by the recruitment of a Trainee Forensic Psychologist to support the re-evaluation of existing interventions and create new ones to respond to the challenges identified in the cohort.

In addition, the recruitment of a Speech and Language Therapist has assisted the YOS in re-framing the largely language-based interventions that the YOS currently uses with young people. Revising these interventions and providing materials which are more meaningful to young people with speech, language and communication difficulties is increasing their efficacy thereby reducing the number of young people who go on to commit further offences.

In addition to the revised intervention offer, the YOS understands the need for the development of a more robust use of intelligence to predict thematic issues arising from the cohort. The subsequent operational changes to practice which are required to address these issues will be pivotal to our success.

For the latest cohort reported on (January – March 2016) Doncaster achieved a binary re-offending rate of 30.4%, which is the 15th best in the country. This is very good given the association between social and economic deprivation and offending rates.

In the 2017/18 Youth Justice Plan the re-offending target was to maintain a binary rate at 28.1%. However, since then the counting rules have changed and the cohorts measured are quarterly rather than annual, and this increases overall re-offending rates by several percentage points as persistent offenders are more likely to appear in each cohort. With the latest official data showing a rate of 30.4% the YOS appears to have missed this target by some margin. However, if we compare like with like and look at the most recent *annual* rate, this is 28.6% and only half a percentage point above the very demanding target we set ourselves. In setting future performance targets we need to be aware that given Doncaster's current very good performance there is limited scope to improve further.

There is also another factor which may reduce Doncaster's scope for further improvement in the re-offending rate. We are determined to reduce the FTE rate further and have a clear strategy in place to achieve this. However, reducing the number of young people in the Youth Justice System will inevitably mean that it is the lower-level, less frequently offending young people who will be diverted, kept out of the Youth Justice System and thereby kept out of the re-offending cohort. Therefore future cohorts for Doncaster are likely to be smaller but made up of young people who are on average more likely to re-offend than those who were in previous cohorts. Therefore, to a certain extent, any success we have in reducing FTE's is likely to put pressure on our re-offending rate.

It is for these reasons that we propose a target which is midway between the latest national average under the old measure (41.9%) and the latest national average under the new measure (42.1%) for the next 2 cohorts.

Performance Indicator	Out Turn Jan-Mar 2016 cohort	Target Jan – Mar 2017 cohort	Target Jan – Mar 2018 cohort
Proven binary re-offending rate for cohort members. This is the percentage of young people who re-offended in the identified cohort	30.6%	42%	42%

It should also be borne in mind that the Jan – Mar 2017 cohort has already completed, although the result will not be known until December 2018 – and therefore there is no action that can be taken now to improve the result.

Reducing the use of custody

Nationally, between 2011/12 and 2016/17 there was a 53% reduction in the use of custody for young people. Doncaster was outlier in terms of its use of custody 5 years ago, with rates significantly higher than national average. However by 2016/17 Doncaster reduced its rate to below regional and national averages.

Changes to operational practice and delivery including the implementation of risk assurance panels, revised risk management procedures, more effective use of engagement meetings to intervene with non-compliance earlier and improved quality assurance work undertaken on Pre-Sentence Reports have all significantly contributed to the reduction in young people going to custody.

The Youth Justice Plan 2017/18 set a target of 0.3 custody cases per 1,000 local youth population. The latest data, for the calendar year 2017 gives a rate of 0.18 and therefore the 2017/18 target is well on course to be achieved.

Having already made considerable reductions in the local custody rate, further reductions may be challenging to achieve. However, Doncaster YOS aims to have a custody rate lower than the national average. In 2016/17 the average custody rate in England was 0.39 per 1,000 of 10 -17 population and therefore we set a target of 0.25 for Doncaster in 2018/19.

Performance Indicator	Out Turn 2016/17	Target 2017/18	Target 2018/19
Use of custody rate per 1,000 of 10 -17 population	0.26	0.30	0.25

Keeping young people and communities safe

Keeping young people safe is not a role for the YOS in isolation. The work across the Safer, Stronger Doncaster Partnership is crucial to ensuring safe outcomes for children, young people, families and their communities.

The YOS has a significant role to play in ensuring this. In pursuance of this role the YOS has undertaken a review of its quality assurance process. The conclusions of this review are that:

- A new QA process is adopted in the YOS which combines dip-sampling and universal processes, such that all cases are subject to basic QA but a selected sample is subject to more in-depth QA
- A new tool is adopted to enable the combined process
- More staff (e.g. Team Leaders, plus skilled and experienced Case Managers) are brought into the QA process. This would;
 - provide sufficient resource for the proposed combined approach
 - enable QA to be independent of immediate line management
 - help establish and embed agreed and consistently applied standards across the service
 - prepare more experienced staff for becoming managers in the future
- A system is established for checking that all required changes identified through QA are implemented
- Quarterly QA workshops are established for all operational staff to attend in order that themes needing to be addressed service-wide are taken forward
- The findings from QA audits are taken to the YOS Management Board as part of the performance report
- The revised YOS QA system includes cases held by EPIC
- There is an annual report looking specifically at QA within the YOS

These recommendations will be implemented during 2018/19 and will prepare the service for any new inspection under the revised HMIP inspection program.

Education, Training and Employment

It is recognised that young people engaged in appropriate Education, Training or Employment (ETE) are at a significantly lower risk of re-offending and being at risk of harm. We can report that in the period April – December 2017 the proportion of young people engaged in appropriate ETE at the end of their YOS intervention was 78%. In the Youth Justice Plan 2017/18 the target set for ETE was 90%, and

therefore this target is not yet being met. However, we remain aspirational and therefore the 90% target will be extended to 2018/19. It should be noted that the national average is just 37%.

Accommodation

Another area which the YOS is responsible for is ensuring that all young people have suitable accommodation which meets their needs at the end of their order. We can report that for the third consecutive year this figure is 100% and we will once again aim for 100% in 2018/19. Our work with partners (most notably St Leger Homes and the Resettlement Consortium), have been pivotal in this performance.

Performance Indicator	Out Turn, April - December 2017	Target 2018/19
Percentage of children and young people known to the YOS receiving their statutory entitlement to education or training	78%	90%
Percentage of children and young people known to the YOS in suitable accommodation	100%	100%

Prevent and Channel

As with all areas, Doncaster is committed to preventing radicalisation of young people which could result in offending and re-offending.

Radicalisation issues in Doncaster are not currently prevalent and the issues which do exist have so far tended to be focussed on far right groups and have mainly involved adults.

To ensure that practitioners within YOS are well sighted on radicalisation issues and the signs to be aware of when undertaking assessments, all operational staff have completed mandatory e-learning models in “Prevent and Channel”.

Operational managers have undertaken Wrap 3 training which is the standard Home Office approved training for practitioners in relation to identifying and preventing radicalisation and extremism and is a key part of the Government’s Prevent agenda.

5. Resources and Value for Money

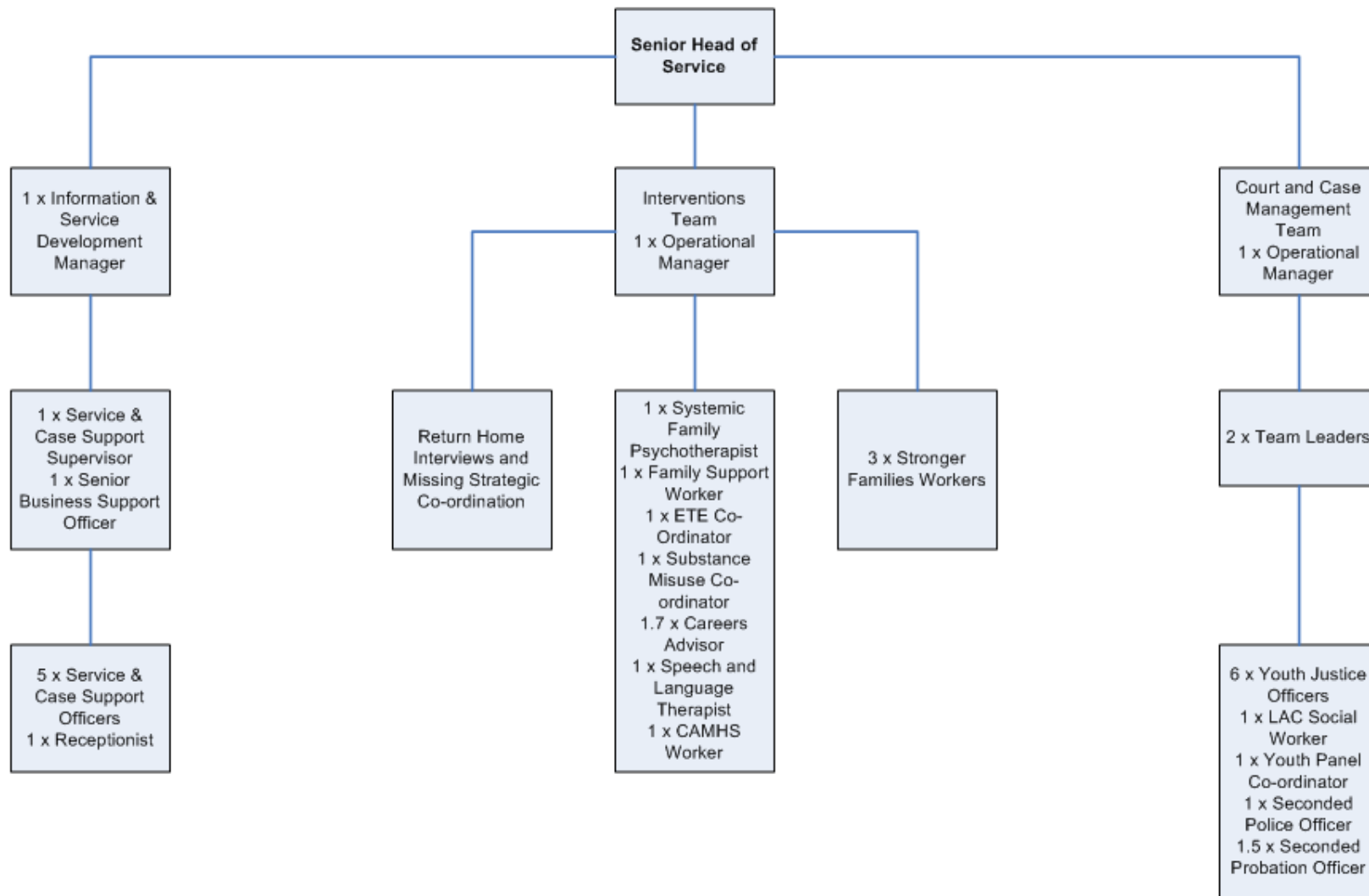
The YOS is constantly looking for ways of improving its value for money and ensuring that staff are deployed where the need is. With a continuing reduction in the numbers of young people in the formal Youth Justice System, the YOS has taken the opportunity to move some of its staffing resources further “upstream” to work preventatively in EPIC. This will enable a virtuous cycle to be established whereby

reduced statutory caseloads enable more staff to be deployed preventatively, leading to reduced numbers of First Time Entrants leading to further reduced statutory caseloads.

Further efficiencies and cost effectiveness are being achieved by merging the Business Support teams for the YOS, EPIC and Inspiring Futures into one team servicing the whole of TYS.

The chart below shows the staffing structure of the Youth Offending Service.

DRAFT



The table below shows how the Doncaster YOS budget is composed:

Partner contributions to the youth offending partnership pooled budget 2018/19 and variance from 2017/18:

Agency	Cash (£)	Payments in kind – (Including staffing) (£)	TOTAL (£)	Variance from 2017/18 (£)
Youth Justice Board for England & Wales (YJB) *	£582,954	£0	£582,954	£0
Doncaster Metropolitan Borough Council **	£833,541	£0	£833,541	-£169,921
National Probation Service	£0	£54,609	£54,609	-£54,609
South Yorkshire Police & Crime Commissioner	£152,000	£0	£152,000	£0
Health	£57,348	£67,832	£125,180	£0
South Yorkshire Police	£0	£88,524	£88,524	-£43,612
Junior Attendance Centre funding (YJB) *	£21,452	£0	£21,452	£0
Total	£1,647,295	£210,965	£1,858,260	-£268,142

* YJB main and JAC funding has not been confirmed for 2018-19 - 2017-18 allocation included in the table

** Includes £126k Troubled Families Grant

It is nationally recognised that more than 60% of young offenders have speech, language and communication needs. It is therefore safe to assume that any young person being supported by the Youth Offending Service has communication needs until proven otherwise. The impact this has includes:-

- Many young people have difficulty understanding vocabulary commonly used in the Justice System and in Courts, such as the words “remorse”, “victim” and “breach”
- Offender treatment programmes are largely verbally mediated. Evidence shows that around 40% of offenders find it difficult or are unable to access and benefit from verbally mediated interventions such as anger management and drug rehabilitation courses

Consequently, the recruitment of a Speech and Language Therapist, coupled with training operational staff in ELKLAN, a method of assessing and understanding

speech, language and communication skills has allowed the YOS to work more effectively with a range of young people involved in the Youth Justice System.

In addition, the YOS has entered into regional commissioning arrangements with REMEDI for provision of restorative justice, victim and reparation services and with The Junction, in terms of specialist interventions for young people presenting sexually harmful behaviours. This has saved the YOS in excess of £25,000 without reducing the intervention offer to children, young people and their families.

The Management Board can be assured that the YOS will continue to seek opportunities to develop its service provision to mirror those deployed in exemplar services, but with a creative approach to sourcing and funding these provisions, which we believe demonstrates strong financial governance in a climate of fiscal uncertainty.

Grant Funded Activities

The core YOS grant from the YJB, along with the funding from other partners, is used for all direct delivery activities, the largest proportion of which is allocated to fund the staffing establishment. However, it should be recognised that the majority of the contribution from partners is an “in kind” resource in terms of the provision of staff as listed in the table above.

In addition, part of the YJB Core Grant is used to fund restorative justice provision and an appropriate adult scheme, which is commissioned on a regional basis with the providers REMEDI and SOVA respectively.

Doncaster YOS continues to offer a Junior Attendance Centre, and this is now staffed from the core YOS establishment as this provision becomes more closely aligned with core delivery.

6. Young People's Youth Justice Plan



*Young People's Services
Doncaster Youth Offending Service
Young People's Youth Justice Plan 2018/19*

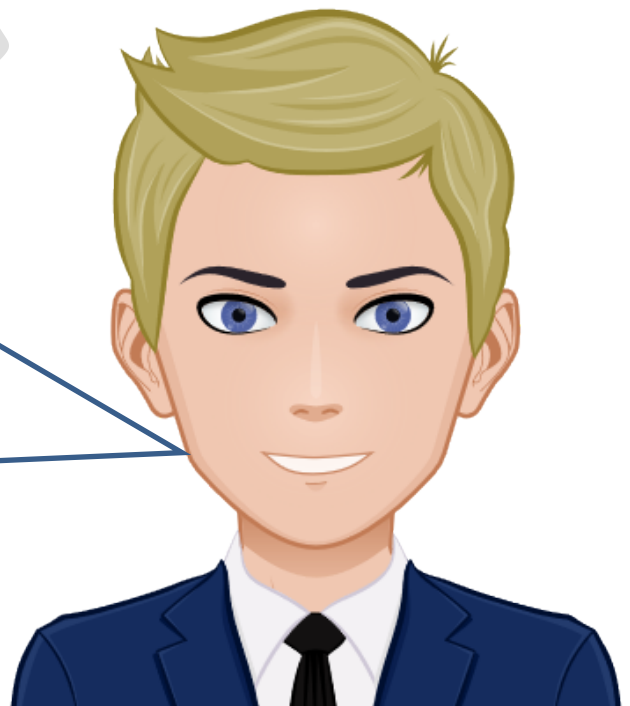


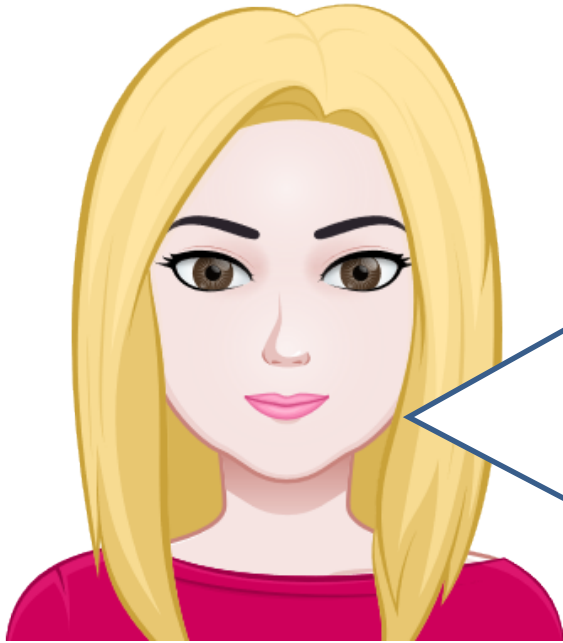
Meet the team



Hi, I'm Mark Douglas. I'm Chair of the YOS Management Board. That's a group of people that keeps track of what is happening in YOS and makes sure that Andy and his team do what they say they are going to do. It's important that what you think and feel about the YOS helps shape the service in future, so if you think we can do things better then let Andy know and I'll make sure the Board thinks about if it can be done.

Hi, I'm Andy Hood. I'm the Senior Head of Service, it's my job to make sure that the YOS has everything it needs to give you a good service. It's my job to write this plan. I manage Helen and Kathryn and make sure that you are getting all the help you need to stay out of trouble and lead a happy and healthy lifestyle. If you think we can do anything better at YOS you need to let me know and I'll look into it. If we can do it, then we will; if we can't then I'll let you know the reasons

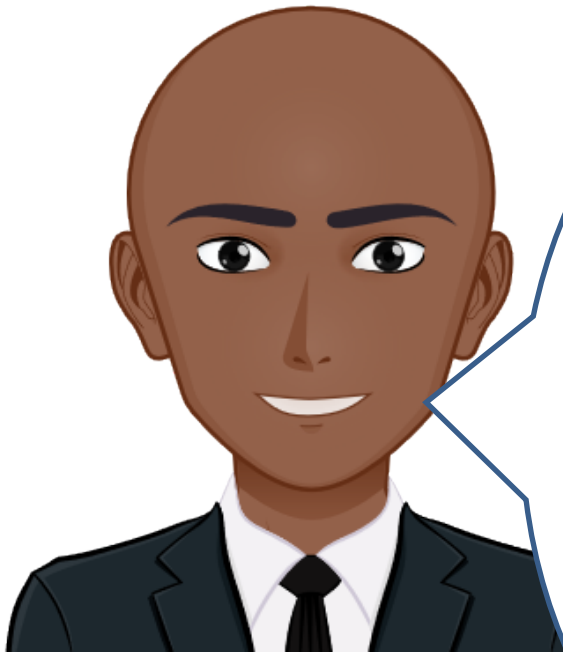




Hi, I'm Kathryn West. I'm the Operational Manager of the Court and Case Management Team. It's my job to make sure you are safe and that you don't harm yourself or anyone else. I manage the Youth Justice Officers who work with you on a day to day basis and who write your Pre-Sentence Reports and do your assessments. It's my job to make sure these are of a good quality and help you to make plans that will keep you out of trouble. If you are not happy with something that is happening on your order then you need to let me know and I will look into it and let you know if there is anything we can do better.

My name is Helen Jones and I'm the manager of the Interventions Team; what I do is manage a group of people who can help you with a whole range of stuff if you are on a Court Order. You might have help from; a Careers Advisor, support to attend school, substance misuse worker or support with feeling low, or if you feel like harming yourself. You might also want to meet with a family worker who helps you and your mum, dad or carer to get along better. You might also be asked to attend a group programme to look at the way you deal with situations and how different people are affected by crime. Together we make up the Interventions team and we will work with you and your YOS worker to help you improve things in your life so that you don't get into any more trouble and are happy and healthy.



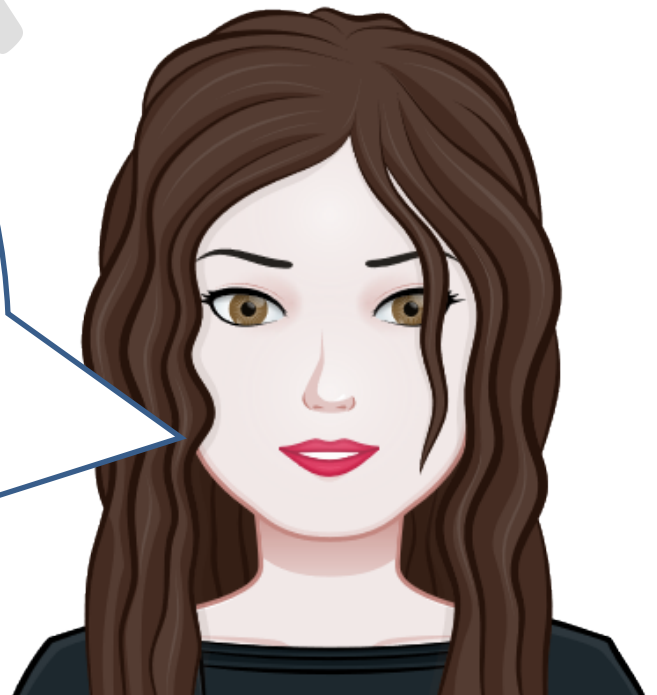


My name is Marcus Isman-Egal, I'm boss of EPIC. As a team we bring creative learning to life! And it all starts with a Yes. My team can help you with lots of different stuff and can get you involved in things like sports, music, dance, media, the world of work, enterprise, volunteering and helping you stay focussed on the things that are important to you. If you have got in trouble with the Police for the first time then we are the team that will help you get back on track. As they say a belly laugh a day keeps the doctor away, we're a fun bunch and enjoy creating positive learning opportunities that can help you move away from things that might be causing you to get into trouble and help you unlock your true potential.

My name is Jean Clarke, and I am a Systemic Family Psychotherapist which simply means a person who talks to families about their thoughts and feelings. Talking together with your family or on your own can help you manage and cope with:-

- Feelings and thoughts that you don't understand and are difficult to handle
- Feeling physically unwell or low
- Difficult experiences
- Being able to talk to you and your family about difficult situations or arguments between you and your parents

We also work with you and your family to keep you safe and out of harm.






Hi I am Rachel Ely Hiscock one of three Police Officers work at the YOS. Our Police Officers do not wear their uniforms (most of the time) to help build positive relationships with you so that you are not put off by our uniform and see us as people who are here to help you.

It's our job to protect you from becoming victims of crime and to protect you from people who might want to cause you harm. We will offer you positive encouragement but also explain consequences of your behaviour and what further offending might mean for you. Sometimes we might have to pass information you may give us to our police colleagues to protect you and your family in the community.


What is the YOS and what does it do?


The YOS is a multi-agency team of professionals. That means that people from different areas of work come together to try and help you to stay out of trouble and lead happy, healthy positive lives. Some of the people who work here are Social Workers, Probation Officers, Police officers and there are lots of others from different areas of work, all here to help you.

We work with young people who have got in trouble for the first time, through Team

EPIC (remember Marcus , he's the Manager of that team) we also work with young people who have got in trouble more than once and have got a Court Order. We also work with young people who have either done something very serious or have got into trouble several times and have ended up going to custody (remember

Kathryn , she's the Manager of that team). Although we try everything we can


to make sure that doesn't happen to you, Kathryn's  team will write reports to the Court about why you got in trouble and what help you might need to get back on


track. Kathryn's  team are helped by doing assessments about you, your family and your needs. These assessments are called AssetPlus and you can ask to see yours anytime you want.

We know that everyone needs a bit of help sometimes, including you. We can help with lots of different things in your life; this might be help at school or finding a job, help at home if things aren't going well for you, helping you find somewhere safe to live if you need it and help with stopping using drugs or alcohol. We have a team of people who can work with you to make these things in your life better (remember

Helen , she's the Manager of this team).

Every year the YOS has to produce a plan to say what it's going to do to help young people. This is the third year that we have produced a plan for you. We think you should know what we are trying to do and why we are trying to do it.

This plan is written by Andy (remember Andy , he's the Senior Head of Service) it's Andy's job to look at what happened last year and to make plans for this year to make sure that you all have everything you need to stay out of trouble and lead safe, happy lives. For example last year much fewer young people in Doncaster got in trouble with the police for the first time than they had before, and young people working with the YOS re-offended less often too. Fewer young people had to go into

custody too! But Andy  needs to make sure we keep on getting better, which is why we've written this plan and why we want to hear from you about how we can do this.

So that's what the YOS does. It helps you with lots of different things, and hopefully stops you getting into trouble with the Police again.

What are we trying to do this year?

There are things that the YOS has to report on to the Government; these are called performance indicators. What that means, is it is a measure of how well we are doing in different areas to help you to stay out of trouble.

The most important of these are:-

First Time Entrants - All this means is the number of young people who get in trouble for the first time. It's important that we stop as many young people as possible getting into trouble and if you get into trouble it's our job to make sure that this doesn't happen again. That's why we created Team EPIC.

If you get into trouble now, Team EPIC will help you get back on track. You might have to do some programmes to help you understand the consequences of what you have done for you and your family, but also there will be lots of fun stuff for you to do including sports, dance, music and meeting other young people interested in the same things as you.

This year we want fewer young people getting into trouble than there were last year. What that means is if 20 young people got in trouble last year, this year we hope that number of young people will only be 16.

If you get the chance to go onto Team EPIC, we think they will help you with whatever you need to get back on track and that you will have some fun whilst you are doing it. If you think things can be done better in Team EPIC then let Marcus



know. What you think is important to us and makes us better at helping you.

Reducing Re-Offending - All this means is bringing down the number of young people who commit another offence after getting a Court Order or becoming part of Team EPIC.

We do very well in Doncaster in helping you not to get in trouble again after you start working with us. Last year we were one of the best areas in England at helping young people not to re-offend!

We are really pleased with this and if you stick to your order you can really help us do even better.

We know that quite a few of you have trouble with speech, language and understanding things. We know it's hard when you don't understand something and sometimes you don't want to ask because you don't want to feel different from other young people. Sometimes this means you stop coming to the YOS or you don't ask for the help you need. To try and make this better we have got a Speech and Language Therapist to help you. This is a person who is good at explaining things in different ways so that you understand and it makes sense to you. We think this will help some of you do better on your orders and stop you getting into more trouble in the future.

We also know that sometimes the help we offer needs to change to meet your needs. Some of our programmes to help you, like the Core Thinking Skills Programme, have been around for quite a while. We think that these programmes need to be looked at again, so we have now got a Trainee Forensic Psychologist to help us. This is a person who is good at looking different problems and coming up with good ideas to make things better. They are also good at talking to young people who might be confused about some of the things they are thinking or feeling and helping to make sense of their ideas.

We want to know what you think about the help you get from YOS so if you have any

ideas about how we can do things better then speak to Kathryn .

Reducing the use of custody- All this means is bringing down the number of you that end up getting a custodial sentence. In Doncaster we used to have a lot of young people going to custody, more than in lots of other places. Last year we did our best to change this and the number of young people going to custody was the lowest it's ever been.

We don't think going to custody is good for young people, but sometimes you might do something so serious that the Court decides that you have to.

We will try everything we can to stop this happening. That might mean you getting an Intensive Supervision and Surveillance (ISS) order that means you have to come here every day and do lots of different things, like going to school or training, going on programmes and doing in activities. We promise that if this happens to you we'll try and make sure that everything you do is helping you and that you feel it means something.


What is important is that you keep coming to appointments, because if you don't, you might get sent back to Court and sometimes this can also mean going to custody.

We now have fewer young people going to custody than most other areas. We think we can do better and some of the things we mentioned earlier like employing the Speech and Language Therapist and the Trainee Forensic Psychologist, will also help some of you not to get in trouble again and getting locked up. Next year, it's our aim to have fewer young people getting locked up.

Keeping young people and Communities Safe - This is the easiest one to explain, it's our job to make sure you are safe. Sometimes there are people who might try and harm you, sometimes you might feel like or, even actually, harm yourself and sometimes the things you do might harm others.

To stop somebody harming you we have Police Officers who work here, who will help protect you and your family if somebody threatens you or tries to harm you



(remember Rachel , she's one of our Police officers). You can ask to see one of our Police Officers anytime you want.

Sometimes our Police Officers might have to share information about you if you are doing things that might harm you or someone else.


Sometimes if you are harming others your Case Manager will have Risk Management Meetings. These look at what more support you might need from Helen's team to stop you doing these things in future. We think that if you are harming other people then you are probably not very happy and there are things about yourself you will want to change and we will help you to make those changes.

Sometimes these things are about what is happening in your family. Our Systemic



Family Psychotherapist (that's Jean , remember her) will help you say things to



your family that you might have found hard to say in the past. Jean  will help you understand your thoughts and feelings about your family and will help you, or mum, your dad or your carer to get along better and hopefully make things better for

you at home.

Lastly we think that you will be safest and happiest if you are doing education or training or are in a job that you're really enjoying. We know that sometimes you might not have had a great experience of these things in the past. Last year we helped 8 out of every 10 young people get into something they enjoyed. That's a lot, but we think we can do better this year and we aiming to get 9 out of every 10 into education, training or employment that you want to do.

You might ask why not 10 out of 10? and you would be right, but we know sometimes that for a lot of different reasons you might not be ready to go into formal education, training or employment, but we will help you with different courses to makes sure than when you do feel ready you have all the skills you need to be whatever you want to be.

So that's the plan; I hope it makes sense and you know what we are doing and why we are doing it, but if you are not sure just ask to see me when you come to YOS and I'll explain it to you. If I'm not here, then your Case Manager will make an appointment for you to see me when you are next here. Thanks for reading this and if you think there is anything that we can do better, then just let me know.



Andy Hood
Senior Head of Targeted Youth Support Services