

Doncaster Youth Offending Service SERVICE PLAN 2015/16

Service plan owner: Graham Hobson
Service plan sponsor: Mark Douglas
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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 Team. 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. DCS Trust is currently in the process of a restructure; one of the proposed changes will involve a Prevention Team being added to the existing YOS service delivery. In the event of this, the prevention arrangements will alter giving an increased presence within those areas of the Borough with the highest incidences of young people who are involved in ASB or at risk of entering the criminal justice system.
- 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 162 young offenders in the 2013 Doncaster cohort only 64 re-offended. This resulted in only 151 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 2015/16 by a range of measures including the recruitment of a trainee forensic psychologist to review the existing offending behaviour interventions on offer and creating new programmes for the enhanced and intensive cohorts.
- 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 YOS will implement a process to monitor all cases

receiving either a Remand into Youth Detention (pre-sentence) or a custodial disposal and ensure that use is commensurate to risks posed. Where it is felt that there is an inappropriate use of custody, this will be raised with the Chief Clerk to the Justices.

- Increasing victim and public confidence
 - Doncaster YOS has an excellent history of working very closely with Police and the Third sector and this will be built upon in 2015/2016. This work will continue through our partnerships with REMEDI and SOVA.

At the present time Pre-crime prevention work is delivered through the Integrated Family Support Service. To ensure close working relationships with YOS and IFST the Head of Service now manages both teams. This will help to work more effectively with young people and their families to prevent their entry into the Criminal Justice system. 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.

DCS Trust is currently undergoing restructure and one of the proposed changes currently under consultation is a dedicated prevention team. The team will target families with young people on the cusp of offending in the most deprived areas of Doncaster and will aim to deliver targeted interventions to reduce these risks and divert young people away to more pro-social associations and activities

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 refers on to the appropriate community resources as required. The YOS uses the "Light Touch" methodology to ensure that risk of reoffending is not increased by doing too much too soon. Additionally, the YOS wants to ensure that Young People are centred within their own communities and that we are not creating a culture of dependency upon a short time-limited agency involvement. In cases where the aggregate score is 12 or the individual section score is 4, referrals are made to the Interventions Team within the YOS.

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 2015/16. Reduced contributions will result in pressure on available funds.

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. This will include provision of YOS staff and time to work directly with identified families. We continue to work alongside

neighbourhoods and communities teams within the Council. 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.

Following consultation with Police and our partners in Feb 2014, the YOS 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. This project has worked so well that the YOS has embedded and expanded it to provide similar support to the organisations who are commissioned to provide accommodation for our young people, through our 18+ services and work to support the efforts to eradicate Child Sexual Exploitation in Doncaster. 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. 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 continue to offer the most appropriate range of requirements within the Youth Rehabilitation Order for those young offenders convicted of serious offending, to ensure that both their risk and needs are met but also that the Public are protected. The YOS understands 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 diverted from re-offending, and those that are high risk offenders are effectively managed. Doncaster is also part of an innovative project with other South and West Yorkshire services and the secure establish working to keep young people from returning to custody. The project is a pilot programme overseen by the Youth Justice Board and is expected to last for at least three years.

2. Corporate context

The Head of the Youth Offending Service is one of a number of -Heads of Service reporting to the Chief Operating Officer of Doncaster's Children's Trust. At a local level, the YOS works closely with Doncaster Community Safety Partnership, particularly the Anti-Social Behaviour Unit and the Safer Stronger Doncaster Partnership.

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

- Children and Young People's Service Improvement Plan

2. Corporate context

- DCST 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 in terms of the binary and frequency rate

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 Doncaster Children’s Services Trust, South Yorkshire Magistrates Courts, Public Health, Housing, as well as the four statutory partners Local Authority, Probation, Health and South Yorkshire Police. This Board has recently been incorporated into the Safer Stronger Doncaster Partnership meetings to ensure that attendance is maintained at the right level.

The Board is directly responsible for:

- 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 THE DONCASTER CHILDREN’S TRUST BUSINESS PLANS 2015-16

Priority	How we will contribute
That the work of the Trust contributes positively to the wider community through its partnership work,	The YOS will strive to ensure that it works closely, through the Trust and directly, with appropriate partners, to ensure a practice that provides responsible, equality based outcomes for young people and their families

<p>equalities and social responsibility practice.</p>	
<p>To focus on the potential and safety of children, young people and families by providing effective and value for money services.</p>	<p>We will ensure YOS continues to provide value for money without detrimental effect on the work with young people and their families</p>
<p>By listening to children, young people, their families and communities to ensure that their experience of our services is a good one.</p>	<p>YOS staff will work closely with young people and their families and use feedback mechanisms such as “Viewpoint”, “What do You Think” Asset and by encouraging engagement with Children’s Rights, Participation and Advocacy Workers to gain meaningful feedback on the service offer and its delivery, using such information to develop the service further.</p>
<p>That our governance, resource and risk management enable our aims to be delivered efficiently, effectively and sustainably.</p>	<p>The YOS will work closely with the Trust local authority, safeguarding board, safer stronger Doncaster and the Youth Justice Board to ensure that its delivery and service continues to self-reflect and develop to ensure that it produces sustainable outcomes and utilises strong governance. It will continue to train staff to develop this as well as ensuring that training around effective risk management helps to provide strong effective delivery.</p>
<p>LINKS TO CHILDREN AND YOUNG PEOPLE’S PLAN 2011-16</p>	
<p>Priority</p>	<p>How we will contribute</p>
<p>Inspiring Success</p>	<p>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 Education Training and Employment and gain worthwhile employment taking regard of the recent changes to the Rehabilitation of Offenders Act 1974</p>

<p>Being Safe and Having Fun</p>	<p>To work with young offenders to help them to appreciate the benefits of a safe environment To strengthen the YOS safeguarding practices To develop our diversionary activity offer and encourage engagement with programmes such as the NCS (National Citizenship Service) and Premier League “ Kicks” sports engagement programme</p>
<p>Being Healthy-, Feeling Good</p>	<p>We will work with Children’s and Adolescent Mental Health Service to ensure quality of service and improve quality and consistency of screening. Sexual health screening (non-invasive procedures) and contraception advice to be given to all young people as part of the health needs assessment, where it is identified as necessary. We will continue to maintain an embedded substance misuse service that delivers Tier 1, 2 and 3 (up to but not including prescribed treatments).</p>

LINKS TO BOROUGH STRATEGY 2010-2015

<p>Theme</p>	<p>How we will contribute</p>
<p>Creating a strong, connected and inclusive economy</p>	<p>If Prevention moves back to the YOS, we will work to reduce first time entrants to the criminal justice system and reoffending thereby contributing to a stronger economic situation for Doncaster and its businesses</p>
<p>Developing stronger communities</p>	<p>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 our volunteer members.</p>
<p>Increasing and improving housing</p>	<p>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>
<p>Protecting and improving children’s lives</p>	<p>We will work closely with Doncaster Safeguarding Board and statutory social care services to ensure our work is timely and appropriate. We will work with the ‘Stronger Families’ initiatives to provide support for those difficult to reach families whilst providing staff and Management</p>

	to facilitate the programme Education advice is also provided to 'Stronger Families' Workers when required
Improving health and support for independent lives	The YOS has a general health nurse post who assesses the health needs of all new clients and ensures that any gaps in health delivery are filled. This support is constantly re-assessed to ensure that it meets the current health requirements of young people, particularly those not engaged with other health services.
Tackling crime and anti-social behaviour	We will work with all our partners to support them to reduce crime and anti-social behaviour at specific times or in identified hotspots. We will put suitable interventions in place to address need for young people.
Creating a cleaner and better environment	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 and general fly tipping.
OTHER DEVELOPMENTS	
Strategic outcome	How we will contribute
INTELLIGENT ORGANISATION	
Improve our systems and processes to enable us to use our information effectively and efficiently	<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.</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</p>

		<p>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>-Be involved in national delivery design to ensure that Doncaster has a voice in the shape of national delivery programmes</p> <p>Doncaster YOS will shortly embark on a pilot programme looking at maximising staff time by utilising technology to give greater access to recording systems. This will run for a period of three to six months and is sponsored by CareWorks, who provide the recording system for a third of all youth offending teams</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.</p> <p>Ensure that YOS plans are monitored through the Management Board cascading down through the internal meeting structures to allow effective performance management, challenge and decision making</p> <p>Improve management information systems for reparation activity and unpaid work to aid decision making and ensure value for money</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 ensure appropriate risk</p>

		management for non Multi Agency Public Protection Arrangements (MAPPAs) cases who are prolific offenders (Deter Young Offender model). Improve Quality Assurance processes to increase confidence in data for YOS and partner agencies
	Improve our understanding of our customers	<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 more useful feedback systems from sentencers</p>
	Build trust with local communities to encourage greater engagement	<p>Continue to develop area based community reparation projects</p> <p>Develop system for local people to contribute ideas for reparation and unpaid work projects</p> <p>Actively encourage members of the community to support YOS and young offenders through the volunteer programme</p>
Value for money		
	Embed value for money at all levels	Review the learning from the Ministry of Justice stocktake. Additionally, to review the YOS structure no less than every six months but certainly when replacing individual posts to give consideration as to whether it can be a lower grade post or needs to be maintained at the same level or higher.
	Implement a commissioning approach which delivers value for money and ensures the best provider	Work with partners and other South Yorkshire Youth Offending Services to ensure that commissioning is given due consideration and to create best value.
Values led organisation		
	Ensure we have the right staff, in the right place with the right skills at the right time	Monitor and develop the restructure to ensure effectiveness of delivery. Review of the service delivery to ensure that best practice is at the heart of the YOS

		<p>and reflect that the needs of our young people are dynamic.</p> <p>Take positive action to increase the numbers of volunteers</p> <p>Continue to identify training and development needs through Performance Development Review's (PDR's)</p> <p>A robust induction programme for staff new to youth justice tailored to their roles and responsibilities using Youth Justice Interactive Learning Space (YJILS) and other mechanisms.</p>
	Empower, support and develop our staff by embedding core skills and behaviours	<p>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>
<p>LINKS TO SAFER DONCASTER PARTNERSHIP PLAN</p>		
STRATEGIC OUTCOME		HOW WE WILL CONTRIBUTE
Improving lives by reducing the harm caused by substance misuse		<p>Ensure all young people are assessed in terms of their substance usage and referred where this is identified as problematic.</p> <p>In particular, YOS will continue its proactive stance on the issue within Doncaster of addressing Neuro Psychoactive Substance (NPS) usage by young people.</p>
Supporting victims and reducing the risk of victimisation		<p>Continue to develop essential protocols between YOS, South Yorkshire Police and DCS Trust in respect of incidents in looked after placements which might result in police intervention and action.</p> <p>Contract manage REMEDI to deliver restorative justice training to partners when assessed as appropriate</p>
Reducing and managing offending behaviour		For the incoming Trainee Forensic Psychologist to review the existing content of the Core Thinking Skills

	<p>(CTS) programme and look at completing the planned extension of such to be more commensurate with What Works intensity</p> <p>Continue to use "Teen Talk" and also review its efficacy.</p> <p>To continue to offer the current raft of Specialist services but also review gaps in provision.</p> <p>Review the currency of the Individual offending behaviour sessions on offer and the Junior Attendance Centre.</p> <p>To work with young people and their families to reduce teen on parent domestic abuse via the Getting On programme</p>
<p>Improving community confidence and public satisfaction</p>	<p>Work within DCST public relations strategy</p> <p>Work with REMEDI to develop and promote systems for local people to contribute ideas for reparation and unpaid work projects</p> <p>Publish good practice and results through DCST</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 reoffending 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 most areas of delivery. A rise in First time Entrants is being examined and as part of a proposed restructure within DCS Trust, a Prevention service delivery arm may be created.

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 is now part of the new Doncaster Children's Services Trust. By remaining within the Children's 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 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.

In 2013/14 Central Government devolved the cost of young people remanded in custody to the local authority. In the case of Doncaster, the cost in 2014/15 was £199,422. Funding from the Youth Justice Board did not cover this cost which was underpinned by additional funding from the Trust. 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 some very serious offences resulting in long periods of remand for a number of individuals.

Working within the current funding arrangements and the new Children's 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 IFST and other partners to maintain a balance between preventative and intensive intervention. To help with this Central Government has transferred the Junior Attendance Centre management to YOS. This will enhance our ability to work closely with young people who have received attendance centre court requirements.

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 reoffending. Working with IFST and Stronger Families will support Doncaster YOS to deliver effective interventions through a strong partnership approach.

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 National Probation Service or Community Rehabilitation Company).

In common with other Youth Offending Teams across England and Wales, the

4. Customers/users

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 prevent them at the earliest stage possible escalating into criminal or anti-social behaviour, however it is recognised that the responsibility for this remit will be determined by the restructure and will fall within the role of the newly created Integrated Family Support Team or the YOS Prevention Team depending on the outcome.

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 and they will receive a conditional caution from the police, they will be offered a conditional intervention programme by the YOS. 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.

Whilst we aim to positively engage young people and work constructively with them and their parents/carers, our service users are 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. 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 compliance panel to work with young people in an effort to improve their engagement 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.

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

4. Customers/users

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 2015-16 are subject to final confirmation. The information provided is the indicative position as at 01/04/2015. 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 £1,812,625 (in kind contributions in terms of staff placed at the YOS by a partnership agency not included)

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

Where does our funding come from

Source	Cash	Kind	Total
YJB	717,520		717,520
Local Authority	814,025		814,025
Probation (inc 3 Probation staff)	63,732	110,972	174,704
PCC cash contribution	160,000		160,000
Health (inc seconded nurse and CAMHS)	57,348	67,832	125,180
Police (seconded Police Officers)		132,126	132,126
TOTAL	1,812,625	310,930	2,123,555

6. Workforce planning

Analysis of information from our 'statistical neighbours' have demonstrated that youth justice staff in Doncaster have a balanced caseload. This includes the addition of family support work through the Stronger Families agenda. 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.

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 learning will continue during the forthcoming years via line management processes ensuring all staff have a robust understanding of risk and re-offending assessment.

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 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.
Procurement & Commissioning	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. It will also work with other regional YOS to ensure joint commissioning to achieve best value.
Asset Management	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.
Property Management	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 via their contractual arrangements with DCS Trust, to ensure efficient use of contractors for jobs

	<p>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>
<p>Equality and Diversity</p>	<p>We will be working closely with DCST 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 speech and language specialist offer being developed by DMBC. Young people with particular learning needs will have their service offer determined in line with their needs whilst managing statutory requirements.</p> <p>For young people out of post 16 education, training and employment we will identify and take into account their literacy and numeracy levels and if these are missing test for them to assist in appropriate placement.</p> <p>We will screen clients for dyslexia and where dyslexia is potentially identified, promote onward referral for full assessment and resultant support.</p>
<p>Efficiency</p>	<p>A number of actions to reduce costs within DCST 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 DCST 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</p>

	<p>that YOS continues to keep within its budget plans. Managing attendance targets have been tightened to improve attendance and reduce the number of days lost through sickness in line with Trust policy. 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 Trust policies have been put in place.</p> <p>The offending behaviour intervention offer will be reviewed and extended by the creation of a Trainee Forensic Psychologist post, who will have a clear remit to develop the raft of interventions as well as develop modules to enhance CTS delivery.</p>	
Consulting	Project 1	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
	Project 2	Doncaster YOS will continue to support a volunteering programme, including recruiting and training community panellists, mentors and support for reparation work.

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 Children’s Services Liquid Logic 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 DCST 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. The YOS management team 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 DCST 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 outcomes from targeted inspections by YJB and Ministry of Justice Further reduction in reoffending rates
- Supporting the training of social workers and other staff within DCST and the local authority
- Continued provision of dedicated staff to Stronger Families
- 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
- 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.
- Strategic partnerships are strong leading to improved multi-agency working with young people with complex needs
- Strong improving performance of young people gaining access to education, training and employment in a very difficult financial climate nationally

B. On-going Objectives

Outcome	Progress	Learning	2015/16
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

<p>Improve assessment of risk</p>	<p>Considerable training delivered in 2014, taken forwards by Team Leaders in 1-2-1 sessions to ensure that learning has been assimilated into practice. Risk Management Plan and Vulnerability Management Plan now more comprehensive and robust, especially around potential triggers and the necessary actions should triggers be reached.</p>	<p>Need to consolidate and formalise the management oversight of risk processes within in a streamlined approach</p>	<p>On-going work.</p>
<p>Literacy and numeracy needs for young people being effectively addressed</p>	<p>In the main this happens via ETE providers but it is not yet consistently taken into account by workers within the YOS in terms of adapting delivery.</p>	<p>Literacy and numeracy needs to be assessed where this has not been provided by the ETE provider. Methods of delivery with young person need to consistently take into account the level of literacy functioning</p>	<p>On-going work</p>

10. Key Performance Indicators

Description	Owner	12 months to March 2014	2015/16 Target	2014/15 Year-End outturn	Service plan numbered actions
Numbers of first time entrants into the Youth Justice System FTE PNC rate per 100,000 of 10-17 population	Management Team	582	500	662 (FTE's are tracked 1 year behind existing cohort)	See action plan 3
Percentage of children and young people known to the YOS receiving their statutory entitlement to education or training	Giles Wilkinson	72%	75%	72.2%	See action plan 2
Use of custody rate per 1,000 of 10-17 population	Management Team	1.59	0.42	0.69	See action plan 5
Proven re-offending rates for children and young people. This represents the percentage of young people who re-offended in the identified cohort	Management Team	31.9%	32%	34.5%	See action plan 2
Percentage of children and young people known to the YOS in suitable accommodation	Management Team	100%	100%	100%	See action plan 2
The ethnic composition of young offenders	Management Team	3.2%	4%	3.24%	See action plan 1

11. Monitoring and communicating the service plan

This Service Improvement Plan has been developed with input from the YOS Management Team as well as the YOS Management Board.

All staff 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 Doncaster Children’s Services Board, the Safer Doncaster Executive Board, the Local Children’s Safeguarding Board and the Children Doncaster Partnership. It will be made available on the Doncaster Childrens Services Trust website.

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

	Team	(quarterly)
Reducing custody By Children in Care Plan	CiC forum (joint YOS and CYPS)	Chief Operating Officer
Reducing custody Plan	YOS management team	Youth Justice Board (quarterly)
Asset+ Implementation Plan	ASSET+ Implementation Change Lead	YOS Partnership (quarterly)
Safeguarding Plan	YOS Management Team	Doncaster Children's Safeguarding Board (annually)
Youth Justice Plan	Police, Health, Probation, YJ, Local Authority, PCC	YJB, DCS Trust, PCC, Safer Doncaster Partnership, Doncaster Children's 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
Develop system for appropriate selection and de-selection of young people for DYO and IOM lists		Successful implementation of Integrated Offender Management and DYO strategies, leading to a reduction in levels of offending amongst targeted group
Improved joint working with police case workers and police offender management unit		
Implement community involvement in delivery of reparation and unpaid work		Improved public involvement in choice of reparation and unpaid work provision
Encourage new magistrates to spend time with YOS workers to find out what we do and how we do it		Numbers of new magistrates spending time with the YOS

Progress and Comments

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 interventions tackling offending behaviour, to be supported by recruitment of trainee forensic psychologist	Range of evidence based interventions available Re-offending rates, as evidenced by monitoring of rate of proven re-offending through analysis of cohort information	

<p>Improve risk assessment and management systems</p>	<p>Review and streamlining of risk management processes to take place by October 2015.</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"> • Maintaining and strengthening links with a wide range of housing providers in the borough • Ensuring the accommodation needs of young people are represented in strategic plans across the borough • Working closely with 18+ service and Referral and Response Team to ensure best provision for YOS young people of Doncaster 	<p>Maintenance of improvements in suitable accommodation for young people who offend</p> <p>Support services for YOS young people continuing</p>

<p>Applying the YOS-Children In Care Education Service's Service Level Agreement ensuring close monitoring of all Children in Care and their Education Training and Employment engagement to ensure that all Doncaster CiC get the support with ETE they are entitled to in order to be successful</p>	<p>ASSET+ (the assessment document used by all Youth Offending Service by 2016) demonstrating that the needs of CiC have been considered</p>
<p>Work closely with the 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>
<p>Progress and Comments</p>	

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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, IFST, 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 IFST team		High number of ONSET/ASSET+ records being quality assured not requiring amendments.
Work closely with IFST and ABC+ unit to develop protocols for identification and notification of young people likely to offend. To include siblings.		Reduction in first time entrants
Provide support and training for use of ONSET and CareWorks to IFST staff		Improve quality of data being created and stored

<p>Assist IFST to develop successful restorative intervention referral system for young people without criminal convictions on arrest</p> <p>Dependent on the proposed re-structure, implement a new prevention team within the YOS, which will target areas of high deprivation work with families whose children are on the cusp of offending</p>	<p>Improve quality of assessment</p> <p>Numbers of young people receiving a restorative intervention</p> <p>Numbers of young people receiving a restorative intervention who subsequently re-offend</p> <p>Improved prevention offer and more children and young people directly worked with, hopefully reducing the number of first time entrants by at least 10% in the first six months and 20% by year end</p>
<p>Progress and Comments</p>	
<p></p>	

<p>Reference Number</p>	<p>4.0</p>
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Outcome		<i>More effective and accountable safeguarding practice</i>
Responsible		Resources / Accommodation Implications
Team	Partners	
YOS management team	DCS Trust, 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 CAF's completed on young people known to the YOS, where their level of Vulnerability is assessed as Medium or above.</p> <p>Further Assessment training for staff and managers will be needed</p> <p>Prioritisation of involvement in CAF planning meetings</p> <p>Establish consistent methods of recording all of the above</p>		<p>Numbers of CAF plans initiated by YOS staff</p> <p>Numbers of staff CAF trained</p> <p>Percentage of meetings attended by YOS staff</p> <p>Audits taking place every quarter</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>Completion of e-safeguarding training course and any further training programmes identified throughout the year</p>
Progress and Comments	

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
Encourage the engagement of Magistrates and		Reduction in numbers of young

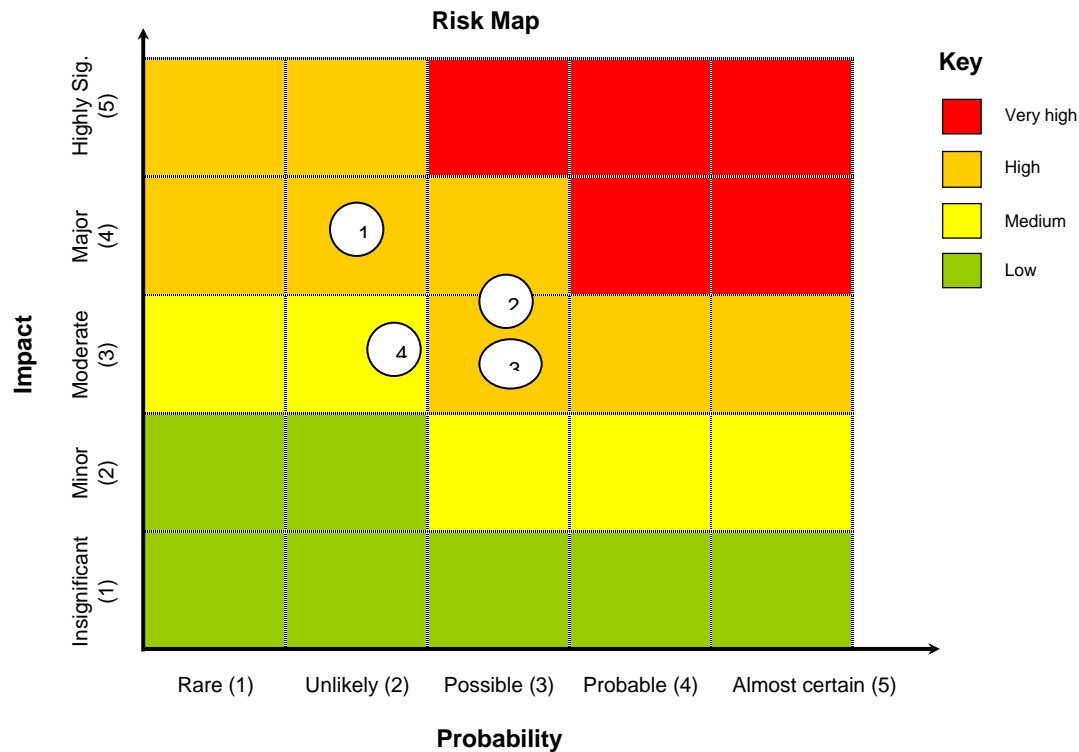
<p>District Judges and the Courts in the work of the YOS</p> <p>Exploring processes to enable case holders to attend with their young people without detriment to effective time management</p> <p>Provide a briefing for relevant YOS staff regarding breach processes and practice</p> <p>Ensure magistrates 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>people sentenced to custody to 0.42 of per 1,000 of 10 -17 population</p> <p>Increased court confidence</p> <p>YOS staff attending breach briefing</p> <p>Evidenced through quality assurance processes</p> <p>Further development of system for giving magistrates feedback on positive outcomes</p>
<p>Progress and Comments</p>	

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.

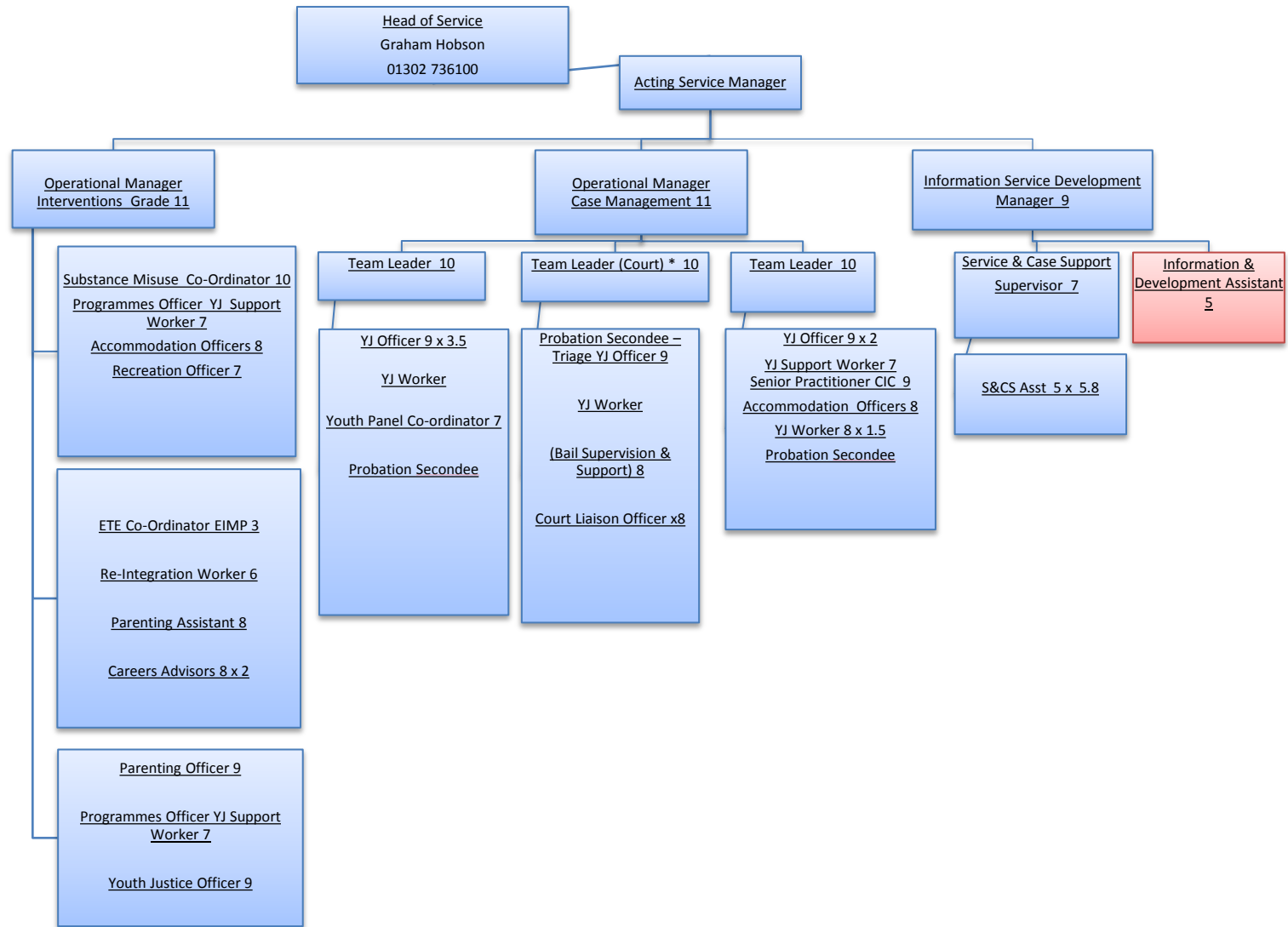


Click and drag the risk numbers to plot them on the risk map:

- 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	31.12.15
2	Increase in offending rates due to adverse economic climate, leading to increase in workload		3	3	High	Graham Hobson	Kathryn West	31.12.15
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	Helen Jones Kathryn West	31.12.15
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	31.12.15



Performance Indicators 2014/15

Custody Performance

YOT	Apr 13 - Mar 14		Apr 14 - Mar 15	
	Custodial sentences	Rate per 1.000 of 10-17 population	Custodial sentences	Rate per 1.000 of 10-17 population
Doncaster	43	1.56	19	0.69
North East	495	0.69	351	0.49
National	2617	0.53	2083	0.42

Indicators

FTE PNC rate per 100,000 of 10-17 population <i>**Good performance is typified by a negative percentage</i>	Doncaster	North East	PCC area	YOT Comparison Group	England
Jan 14 - Dec 14 (latest period)	662	472	584	520	409
Jan 13 - Dec 13	582	488	554	550	448
percent change from selected baseline	13.8%	-3.4%	5.5%	-5.5%	-8.7%
Use of custody rate per 1,000 of 10 -17 population <i>**Good performance is typified by a low rate</i>					
Apr 14 - Mar 15 (latest period)	0.69	0.49	0.32	0.31	0.42
Apr 13 - Mar 14	1.59	0.63	0.37	0.42	0.52
change from selected baseline	-0.90	-0.17	-0.05	-0.11	-0.10
Reoffending rates after 12 months					
frequency rate - Jul 12 to Jun 13 cohort (latest period)	1.00	1.19	1.01	1.06	1.10
frequency rate - Jul 11 - Jun 12 cohort	0.85	1.08	0.95	1.02	1.02
change from selected baseline	0.14	0.11	0.06	0.04	0.09

binary rate - Jul 12 to Jun 13 cohort (latest period)

34.5%

38.2%

35.2%

35.0%

36.5%

binary rate - Jul 11 - Jun 12 cohort

31.9%

35.9%

34.3%

34.8%

35.3%

percentage point change from selected baseline

2.6%

2.3%

0.9%

0.3%

1.2%