



Targeted Youth Support Service  
Doncaster Youth Offending Service  
Youth Justice Plan 2016/17



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## **1. Who we are and what we do**

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

TYS is comprised of the Youth Offending Service, the Care Leaving Service (18 plus) and the newly created prevention service, Team EPIC (Encouraging Potential Inspiring Change). The service 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 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 professionals from a range of disciplines including health, probation, youth justice, social work, education, housing, information advice and guidance, substance misuse and systemic family therapists.

The YOS plays an important role in helping children and their families, who have entered the criminal justice system, in making positive life choices, addressing presenting needs and keeping them safe from harm. The YOS is also committed to protecting the public from young people who may pose a risk of causing serious harm to the public, and dispatches these responsibilities through robust risk management processes including engagement with national forums such as MAPPA (Multi-agency public protection arrangements).

Team EPIC is a newly created prevention service, designed to divert first time entrants into the youth justice system using a robust triage model to intervene at the point of a young person being charged, where it is safe and proportionate to do so. Team EPIC will deliver 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.

Young people referred to the service are assessed using the nationally recognised ASSET Plus assessment framework, which deploys 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.

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 DMBC's Stronger Families programme (Local response to the government's troubled families initiative) using systemic approaches to strengthen families and improve communities.

The operational work of Doncaster Youth Offending Service 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
Lee Golze (Vice-Chair)	Head of Commissioning Clinical Commissioning Group
Andy Hood	Head Of Service Targeted Youth Support
Andy Maddison	Senior Public Health officer
Riana Nelson	Assistant Director Learning and Opportunities DMBC
Claire Scott	Stronger Communities and Families Manager - DMBC
Neil Thomas	Superintendent - South Yorkshire Police
Richard Cherry	Chief Clerk to the Justices
Grant Lockett	Head of Access to Homes – St Leger Homes
Doug Maille	Operational Manager NPS
Cllr Nuala Fennelly	Lead Member for Children
Cllr Chris McGuinness	Lead Member for Crime

The Head of Service is directly managed by the chair of the Management Board ensuring a clear line of sight to the 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
- Stronger Families Executive Steering Board

## 2. Overview

In 2015/16, as part of Doncaster Children's Services Trust re-structure, the Youth Offending Service (YOS) became part of the newly created Targeted Youth Support Service (TYS), encompassing care leaving services, prevention services and the youth offending service. The restructure allows for a more seamless transition between services of young people who need support and the shared resource and expertise within the service now allow for a greater offer to young people and families in need of help.

The YOS was subject to a Full Joint Inspection in June and July 2015. The outcome of which was unfavourable in a number of areas, most crucially in terms of the senior governance and oversight by the YOS Management Board.

Since the end of the inspection Doncaster YOS has been working to a comprehensive improvement plan overseen by the Youth Justice Board, which has affected all areas of strategic and operational practice.

Some of the key developments which have been instigated include:-

- Revised membership of YOS Management Board of people with appropriate seniority who can challenge operational practice and strategic decision making.
- Revised data offer and performance information available to the Board.
- Implementation of YJB re-offending toolkit, allowing live data monitoring and reporting for first time in Doncaster.
- Police Seconded operating in line with Association of Chief Police Officer guidance (ACPO) guidance.
- Embedded police IT systems within the YOS to aid more dynamic intelligence sharing on high risk cases.
- New safeguarding and risk management policies and procedures.
- Revised engagement and compliance procedure, capturing non-compliance earlier.
- Implementation of new Risk Panel to ratify assessment decisions.
- Training programme focussed on outcome based risk and vulnerability planning.
- Improved planning processes, planning now done "With" and "Not to" children and families.
- New child friendly planning tool introduced.
- New QA framework, incorporating external auditors.
- Regional work undertaken with regard to the out of court disposal scrutiny panel.
- Ongoing improvement support from YJB in terms of Board functioning and practice.
- The YYS reach increased through creation of new prevention service, Team EPIC.
- Voice of the child better represented through the body of the casework, better practitioner understanding of how to capture this.
- Improved CAMHS provision.
- Use of whole family approaches and systemic family psychotherapy.
- Continued reduction in custody rate.

The last year was also notable for the instruction of ASSET Plus which represents the most significant change to Youth Justice Assessment methodology since the creation of the ASSET framework ten years ago.

In terms of funding, the YOS received substantial reductions to the Core Grant supplied by the Youth Justice Board in the forms of 10.7% in year cut, coupled with a further reduction from the 2016/17 budget of £136,888.

Further challenges exist with the publication of the Charlie Taylor Review in youth justice practice in late summer or autumn of 2016. The interim report indicates significant changes to how the youth justice system will be funded and what it will deliver, particularly in terms of how the custodial estate functions. Consequently it is possible that the Youth Justice Plan may need reviewing and amending in year dependent on the recommendations and the timescales for implementation arising from the reviews findings.

However, despite being a challenging year for the Youth Offending Service, 2015/16 saw Doncaster YOS achieve its best custody performance in its history and a reduction in first time entrants, as well as the creation of a new prevention service, Team EPIC, who will work to reduce first time entrants into the youth justice system and through a triage system reduce the number of young people subject to any substantive police outcome at the point of charge, in line with exemplar models deployed elsewhere.

### 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. The following section will highlight our progress in these key areas and provide narratives to why targets were achieved or, in cases where they were not achieved, explanation will be provided as to the remedial action taken.

#### Reducing the use of custody

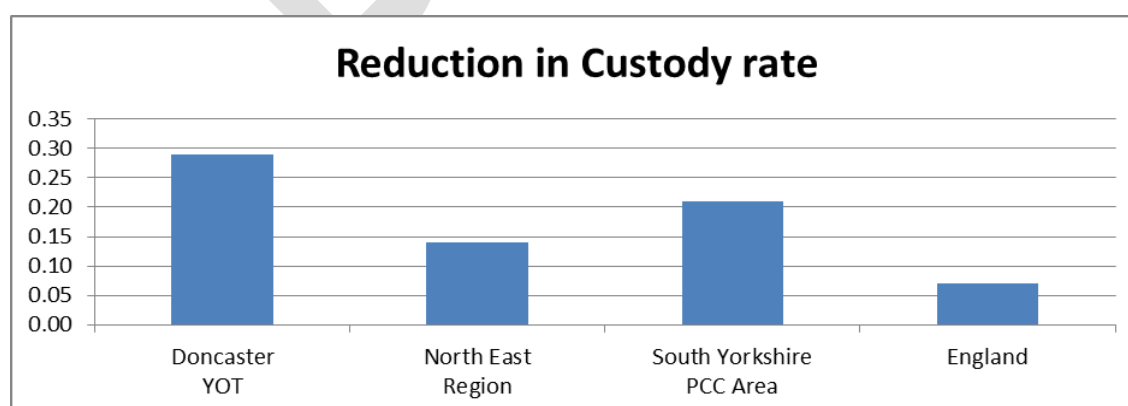
The YOS set itself an aspirational target of reducing the numbers of young people going to custody to 0.42 per 1000 of the 10-17 population. Such a target would represent Doncaster's stronger custody performance in its history after being a historical outlier in this area.

I am pleased to report that Doncaster's final; performance was a custody rate of 0.40 per 1000 of the 10 to 17 population.

In real terms, this represents a reduction of custodial sentences from 2014/15 of 18 to 11 young people in 2015/16.

The following graph highlights Doncaster's comparative performance across both the region and England.

	<b>Doncaster YOT</b>	<b>North East Region</b>	<b>South Yorkshire PCC Area</b>	<b>England</b>
April 15 - March 16	0.40	0.36	0.31	0.37
April 14 - March 15	0.70	0.50	0.52	0.44
<b><i>Change from baseline</i></b>	<b>0.29</b>	<b>0.14</b>	<b>0.21</b>	<b>0.07</b>



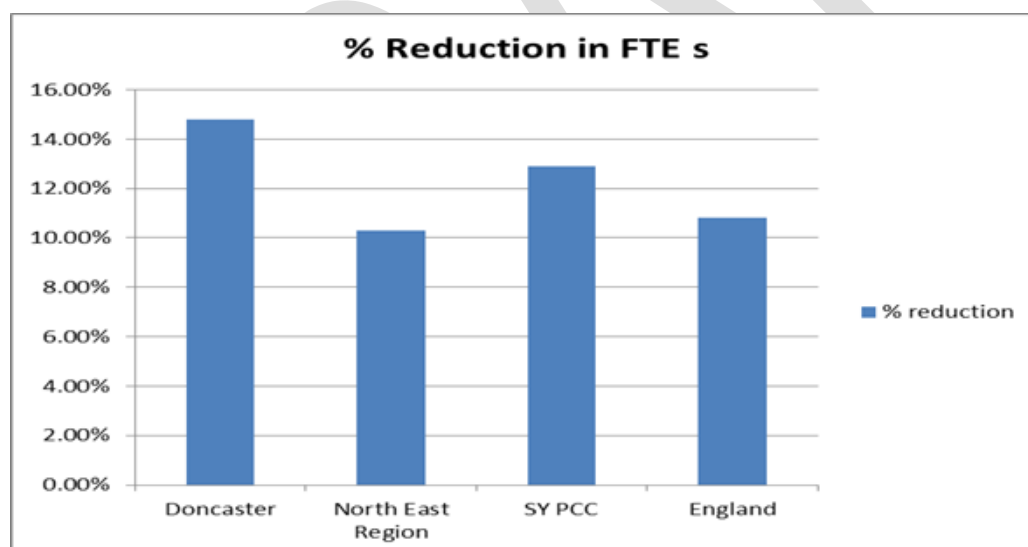
## First Time Entrants

Doncaster YOS is committed to reducing the first time entrants into the youth justice system by 171 young people per 100,000 of the 10 to 17 population.

Regrettably this target has not been achieved. In 2014/15 Doncaster YOS recorded 670 young people per 100 000 of the 10-17 population. In 2015-16 Doncaster YOS recorded 571 young people per 100 000 of the 10-17 population representing a 14.8% improvement in performance, but still significantly below the expected target.

The following chart indicates Doncaster's performance against regional and national comparators.

Comparator	Jan 15 - Dec 15	Jan 14 - Dec14	% reduction
Doncaster	571	670	14.80%
North East Region	430	480	10.30%
SY PCC	512	588	12.90%
England	369	413	10.80%



The following target was predicated on the operational deployment of Team EPIC unfortunately the creation of Team EPIC was delayed by financial pressures placed upon the YOS and the restructure of DCST services, which impacted on the number of staff re-deployed into Team EPIC.

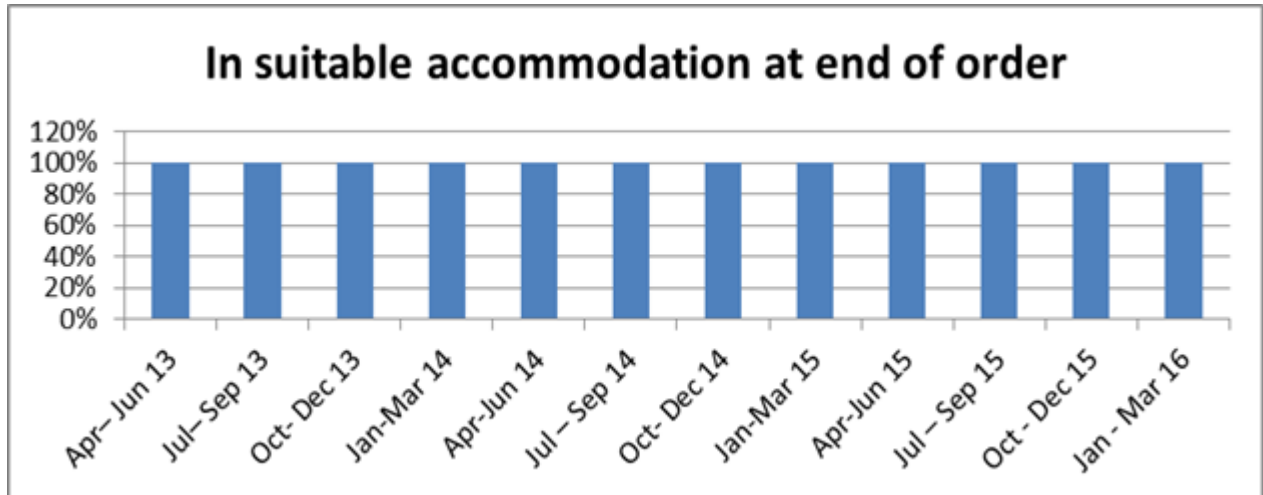
Team EPIC became operational on 01/05/16 and next year's target to reduce First Time Entrants will be equally aspirational.



Young People who offend in suitable accommodation at the end of the order

I am pleased to report that for the second year running this figure remains at 100%.

	Apr- Jun 13	Jul- Sep 13	Oct- Dec 13	Jan-Mar 14	Apr-Jun 14	Jul- Sep 14	Oct- Dec 14	Jan-Mar 15	Apr-Jun 15	Jul- Sep 15	Oct- Dec 15	Jan - Mar 16
Total Number of Orders closed in the quarter	45	34	51	47	37	43	57	50	28	37	33	28



The Service continues to ensure that all young people are in suitable accommodation at the end of their order. (This measure does not include any pre-court disposals).

YOS have been successful in that we have good professional relationships with partner agencies such as YMCA who notify us when they have vacancies coming up; case managers are proactive 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 Social Care and offer family support to help improve the situation of young people so that where appropriate their placements at home or with wider family members can be maintained.

Engagement by Young people who offend in suitable education, training or employment

Again the YOS set a very aspirational target of 75% of all young people being in suitable ETE provision on the final day of their order.

This represents a particularly difficult target in terms of performance as, if a child is in ETE throughout 5 and 3 weeks of a 6 month order, but leaves their provision in their final week, the engagement cannot be counted.

I am therefore very pleased to inform that the final performance in this area was 87.4% of all young people representing an 18.6% improvement on the performance in 2014/15.

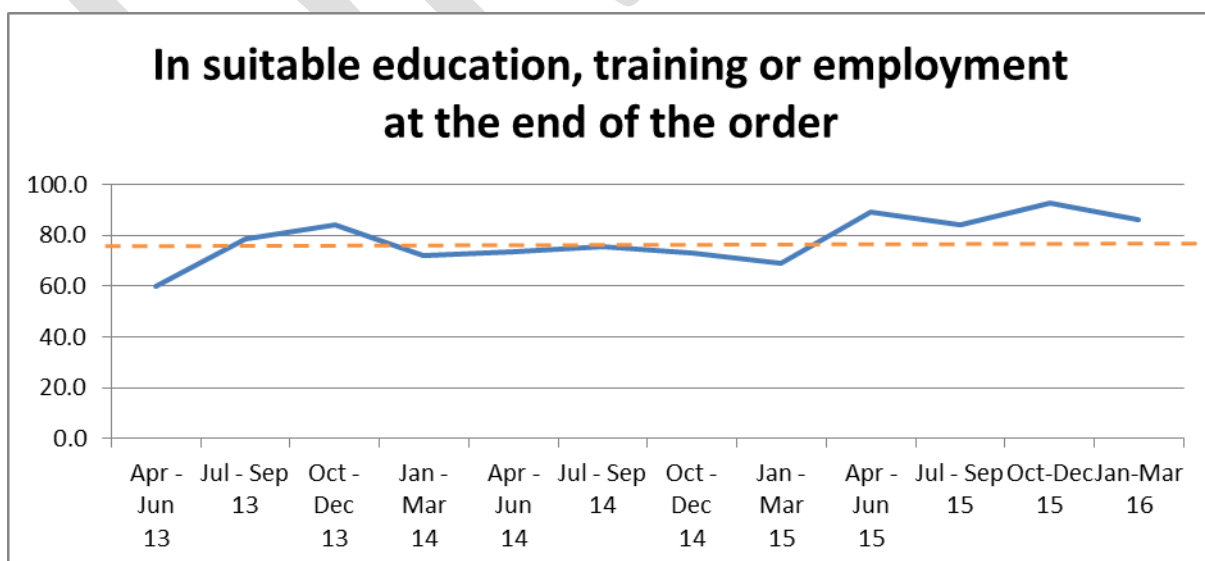
	Apr - Jun 13	Jul - Sep 13	Oct - Dec 13	Jan - Mar 14	Apr - Jun 14	Jul - Sep 14	Oct - Dec 14	Jan - Mar 15	Apr - Jun 15	Jul - Sep 15	Oct-Dec 15	Jan-Mar 16
In suitable education, training or employment at the end of the order	60.0	78.6	84.2	72.0	73.3	75.5	73.0	68.8	89.1	84.0	92.5	85.9

The Service has exceeded this target consistently throughout the year.

This was achieved by Case Managers checking the ETE status at the start of client's orders. This practice is now embedded and has resulted in appropriate referrals for support from the ETE specialists.

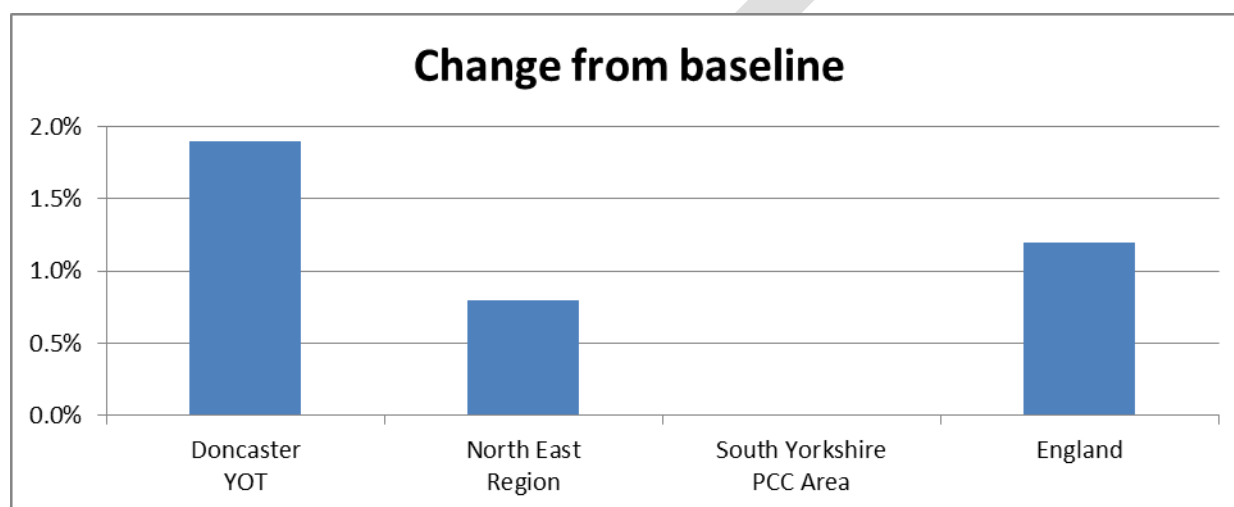
Strong links exist with local secondary schools and academies, Doncaster College and Wetherby Young Offenders Institution, with whom working protocols are in place, which are frequently reviewed. This is further supported by the maintenance of positive professional relationships. In order to advocate 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 ETE specialists work closely with the Case Managers, other Intervention Team specialists and the 18+ service to ensure a co-ordinated and holistic approach to supporting each client and help them overcome the challenges they face and engage in suitable ETE.



## Reducing Re-offending

	Doncaster YOT	North East Region	South Yorkshire PCC Area	England
<b>Binary Rate</b>				
Jul 13 - Jun 14	36.50	39.00	35.20	37.70
Jul 12 - Jun 13	34.50	38.20	35.20	36.50
<b>Change from baseline</b>	<b>1.9%</b>	<b>0.8%</b>	<b>0.0%</b>	<b>1.2%</b>



Young people who receive a youth justice disposal, in the cohort period, are tracked for 12 months to see if they are proven to have re-offended. A re-offence is counted as receiving an out of court disposal or conviction in court. To allow for court proceedings to be completed there is a time lag in data being published.

It should be noted that in the past three years the cohort has become smaller year on year and those who have received community penalties are prolific offenders. There are a small number reoffending, but each of these are committing several offences throughout the counting period. Although this is also starting to show a reduction against the previous year.

#### 4. Strategic Objectives 2016

The key priorities of the Youth Offending Service are reducing the number of first time entrants into the youth justice system through preventative work, reducing the number 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 will highlight the key work with the Youth Offending Service will undertake to achieve these aims.

##### (i) Prevention

Although the number of first time entrants has reduced by 14.8% in 2015/16, Doncaster remains above the national average in terms of young people entering the criminal justice system.

Preventing offending is integral to our shared vision of Doncaster becoming the best place to grow up in Yorkshire. Our approach to youth justice is based on responding to the context of needs. 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 know that as far as possible children and young people should be kept out of the Criminal Justice System. Where offending does take place, assessments that highlight effective and timely interventions are needed to address that behavior 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 involved in offending, Team EPIC will work in partnership with families recognising that they are the experts to make and sustain

change in their lives. It is important that families are empowered to recognise their role in children's lives. Families also sometimes need support to help their children and young people move away from offending. Family interventions can play an important role in improving outcomes for children and young people.

Children should be helped 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. The labeling of children's behaviour as 'criminal' can be harmful, as it has potential to stigmatise and reinforce negative self-image and behaviour.

Team EPIC does not work in isolation as children and young people may need help from parents, carers, teachers, professional services and other adults to build their personal resilience to become better and able to respond to demands of living in modern Britain.

Research shows that early intervention is central to preventing youth crime. The primary aim of the youth justice system is the prevention of youth offending (Crime and Disorder Act 1998). The most cost-effective way to reduce youth crime in Doncaster is to prevent young people from getting into trouble in the first place. Preventing youth crime is conducive to reducing economic and social costs.

Not intervening in Youth issues until it is too late costs the taxpayer £17 billion a year according to research carried out by the charity Early Intervention Foundation (EIF).

Local Authorities bear the largest share of the cost at £6.5 billion followed by 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

It is against this backdrop that Doncaster Children's Service Trust along with key partners, young people and families have co-designed our first **Youth Crime Prevention Strategy**, which will contribute to preventing children and young people in Doncaster from becoming involved in criminal and anti-social behaviour.

Team EPIC will engage with young people through one to one work, involving activities, tasks and discussions to tackle the risk factors that have been identified from the assessment. Team EPIC will focus on encouraging the protective/positive factors in a young person's life, complimenting the trusts inclusion of the signs of safety framework. In defining the risk factors related to youth offending, the focus is on reducing criminality, and on factors in children and young people's lives that can, to some extent, be influenced by practical, community-based prevention programmes.

The risk factors for youth offending and substance abuse overlap to a very large degree with those for educational underachievement, young parenthood, and adolescent mental health problems. Action taken to address these risk factors (and to increase levels of protection) therefore helps to prevent a range of negative outcomes. Moreover, because these outcomes are closely related (anti-social behaviour is strongly correlated with heavy alcohol consumption, for example), this broad-based approach to prevention offers the greatest prospect of securing lasting reductions in offending.

The changing nature of young people in trouble needs a fresh approach and that approach in Doncaster will be delivered by Team EPIC. Our work is based on three key principles: **Early Intervention & Prevention, Positive Engagement and Restoration**. Preventing youth crime and keeping young people safe is a key priority of Team Doncaster. Not least because failure

to get timely help to children who are on the cusp of anti-social behaviour or offending has the potential to impede their chances of making healthy, safe and aspirational life choices.

By analysing patterns of risk and protection across our neighborhoods, we can identify local priorities and deliver a range of positive interventions, striving to engage young people who are at risk of offending behaviour by building on the strengths that young people and their families already have. Team EPIC will tackle antisocial behaviour, crime and offending behaviour through work with families, schools, and communities.

By deploying its approach, Team EPIC hope to achieve a **30% reduction** in first time entrants over a two year period. The target is a 15% reduction in 2016/17 and a further 15% in 2017/18.

Performance Indicator	Out Turn 2015/16	Target 2016/17
First Time Entrants (FTE) PNC rate per 100,000 of 10-17 population YJB data. The number of first time entrants to the youth justice system. This comprises young people who receive a Conditional Caution or a Sentence.	571	485

(ii) Reducing Re-offending

Reducing re-offending remains a key priority for the youth offending service. The cohort of young people involved in the youth justice system has reduced substantially both nationally and locally.

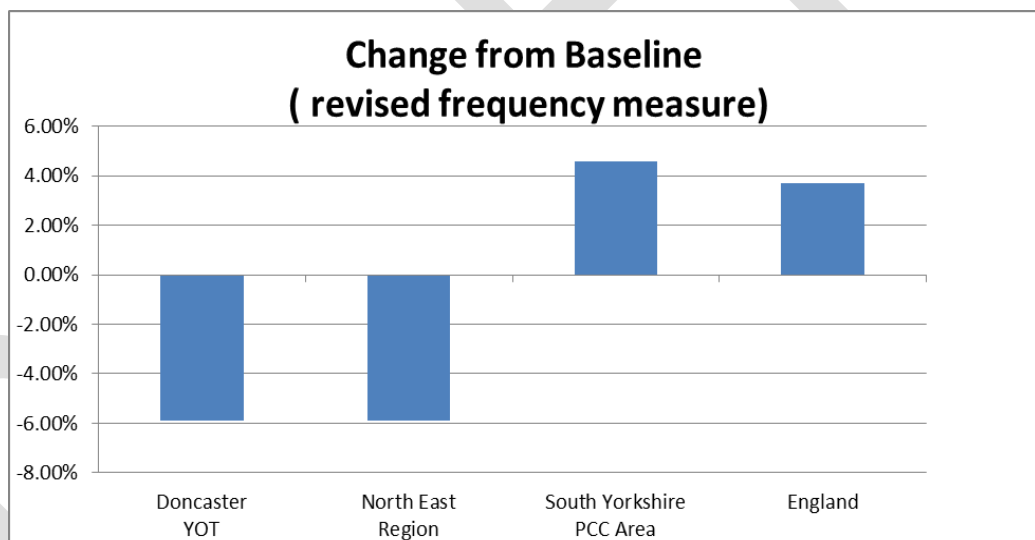
This has resulted in a more complex cohort of young people, with a broader range of needs than previously seen in the youth justice arena.

Although the YOS substantially reduced the custody rate in 2015/16 the binary re-offending rate increased to 36.5% from 34.5% (although it should be noted that only 9 months has been published at this time, although it is expected that the binary rate will remain the same or marginally reduce).

In January 2016 the MoJ introduced a new measure to replace

the previous frequency monitoring of re-offending. The focus has now shifted from reporting the average number of re-offences per offender, known as the 'frequency rate', to the average number of re-offences per re-offender. This provides a far more realistic picture in terms of the number of re-offences which young people are committing when subject to substantive outcomes. The following table highlights Doncaster's strong performance in terms of the number of re-offences committed by each young person who reoffends.

	Doncaster YOT	North East Region	South Yorkshire PCC Area	England
Reoffences per reoffender July 13-Jun 14 cohort	2.71	3.29	3.00	3.14
Reoffences per reoffender July 12-Jun 13 cohort	2.89	3.11	2.86	3.03
change from baseline	-5.90%	-5.90%	0.05	3.70%



However, the publication of binary data does not track current trends in terms of offending owing to the substantial delay in publication. However, Doncaster YOS have now adopted the YJB Reducing Re-offending Toolkit, which now tracks the cohort on a live basis.

In order to work effectively with this more challenging cohort, the YOS needs to adapt its intervention offer to improve outcomes for young people. Consequently the recruitment of the trainee forensic psychologist will 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 will assist the YOS in being able to re-framing the largely language based interventions that the YOS currently uses with young people. It is hoped that by revising these interventions and providing materials which are more meaningful to young people with speech, language and communication difficulties will greatly increase their efficacy thereby reducing the number of young people who go on to commit further offences.

However, it is recognised that a revised intervention offer alone will not be sufficient to achieve the aspirational targets set by the YOS for 2016/17. The development of more robust use of intelligence to predict thematic issues arising from the cohort and the subsequent operational changes to practice which are required to meet these needs will be pivotal to our success.

In 2015/16 the YOS introduced the YJB “Reducing Re-offending Toolkit” this has allowed for live tracking of the cohort for the first time. The initial usage of this has been predominately used to support the prevention work undertaken by Team EPIC. Whilst this remains a key part of our strategy to reduce the binary rate, it is important that live tracking of the cohort also impacts on young people subject to a post-court outcome. In September 2016, the YOS will employ a consultant, Mark Summers, who created the Re-offending Toolkit for the YJB and who will assist the YOS in developing the functionality and applications of live tracked data for young people subject to a post-court outcome.

Performance Indicator	Out Turn 2015/16	Target 2016/17
Proven re-offending rates for children and young people. This represents the percentage of young people who re-offended in the identified cohort	36.5% (after 9 months tracking)	33.5%

(iii) Reducing the use of custody

As previously indicated in this plan, Doncaster has been an historic outlier in terms of its use of custody over the past decade. In 2015/16 Doncaster recorded its best ever custody performance, outperforming the aspirational target we set ourselves.

This is in part owing to an overall reduction both nationally and locally in the size of the cohort, however, it should be noted that even taking the above into account Doncaster has significantly outperformed both regionally and nationally in this area.

Changes to operational practice and delivery including the implementation of risk ratification panels, revised risk management procedures, more effective use of engagement panels 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 following chart outlines PSR congruence rates between YOS proposals and court outcomes. It is inevitable that in some cases the congruence rate will not concur between the assessment of the YOS and the sentencing guidance given to magistrates, however, it is hoped that the congruence rate will continue to rise as PSR quality continues to improve.

Pre-Sentence Reports prepared for Youth and Crown Court 1 April 2015 - 31 March 2016									
Recommendation	Court Outcome								
	Absolute Discharge	Conditional Discharge	Deferred Sentence	Fine	Compensation Order	Referral Order	YRO	YRO + Requirements	DTO
Absolute Discharge	1					1			
Conditional Discharge		1							
Deferred Sentence									
Fine									
Compensation Order									
Referral Order						11	1		2
YRO			1				8		
YRO + Requirements								8	2
DTO									

It is acknowledged by the YOS management Team that the size of the Cohort will make improvements in this area difficult to achieve and a single custodial episode could substantially affect performance. However, it is our belief that avoiding custodial outcomes wherever possible are in the best interest of our young people and therefore we will strive to achieve the average rate for England of 0.37 per 1,000 of 10 -17 population in 2016/17.

Performance Indicator	Out Turn 2015/16	Target 2016/17
Use of custody rate per 1,000 of 10 -17 population	0.40	0.37

(iv) Keeping young people and communities safe

Keeping young people safe is not a role for the YOS in isolation. The work across the Team 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 2015/16 following the HMIP inspection significant changes to the safeguarding and risk management policies of the YOS were implemented to ensure the safety and wellbeing of service users was a key priority of operational staff.

These changes included:-

- Police Seconded operating in line with Association of Chief Police Officer guidance (ACPO) guidance.
- Embedded police IT systems within the YOS to aid more dynamic intelligence sharing on high risk cases.
- New safeguarding and risk management policies and procedures.
- Revised engagement and compliance procedure, capturing non-compliance earlier.
- Implementation of new Risk Panel to ratify assessment decisions.
- Training programme focussed on outcome based risk and vulnerability planning.
- Improved planning processes, planning now done “With” and “Not to” children and families.
- New child friendly planning tool introduced as part of Asset Plus
- Voice of the child better represented through the body of the casework, better practitioner understanding of how to capture this
- Use of whole family approaches and systemic family psychotherapy.

This has resulted in service provision that responds more effectively to dynamic risk issues as they occur and allow us to play a significant role in the Team Doncaster response to keeping children safe.

However, there are some areas of practice which the YOS alone is responsible for when ensuring that safety and wellbeing of young people.

It is recognised that young people engaged in appropriate education, training or employment (ETE) are at a significantly lower risk of reoffending and being at risk of harm. I am pleased to report that in 2015/16 the number of young people engaged in appropriate ETE was 87.4% representing an 18.6% improvement on 2014/15. Further improvement in this area will be difficult to achieve however we remain aspirational and have set ourselves a target of 90% in 2016/17.

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. I am pleased to report that for the third consecutive year this figure is 100% and we will once again aim for 100% in 2016/17. Our work with partners most notably St Leger Homes and the resettlement consortium have been pivotal in this performance.

Performance Indicator	Out Turn 2015/16	Target 2016/17
Percentage of children and young people known to the YOS receiving their statutory entitlement to education or training	87.4%	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.

Wrap 3 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

The training will be delivered by South Yorkshire Police and includes presentations, videos and group discussion

DRAFT

## 5. What do our young people say about us

Every Year children and young people are asked to take part in an online survey carried out by HMIP to express their feelings about the service they receive at the YOS.

These are some of the responses our children and young people gave about us in 2015-16

Statement/Question	%
The YOT staff explained to me what would happen, when I first came to the YOT.	
Yes, they explained things enough	95%
No, they didn't explain things enough	5%
I don't know / I can't remember	-
I have agreed to a Referral Order Contract (if you have one, it would have been agreed at a panel meeting. It explains what work will be done to help you stop offending and pay back for the harm you may have caused).	
Yes, I agreed to a referral order	100%
No, I haven't agreed to a referral order	0%
I don't know what one is	-
I had enough say in what went into my Referral Order Contract (that means you were asked what needed to go into the contract, your views were listened to, and the things you needed went into the contract).	
Yes, I have had enough say in what went into my Referral Order Contract	83%
No, I haven't had enough say in what went into my Referral Order Contract	17%
I don't know what one is	-
I understand what my Referral Order Contract requires me to do, to help me stop offending.	
Yes, I understand it fully	83%
Yes, but I only understand it partly	8%
No, I don't really understand	8%
I have agreed to a supervision, or sentence, plan (if you have one, it explains what work will be done to help you stop offending).	
Yes, I agreed to a supervision plan	75%
No, I haven't agreed to a supervision plan	0%
I don't know what one is	25%
I had enough say in what went into my supervision, or sentence plan (that means you were asked what needed to go into the plan, your views were listened to, and the things you needed went into the plan).	
Yes, I had enough say	80%

Statement/Question	%
No, I didn't have enough say	20%
I don't know	-
The reasons I have had to come to the YOT are (tick all that apply).	
Because I broke the law	96%
Because I lost my temper	15%
Because I hit or hurt someone else	31%
Because I had illegal drugs	12%
Because I was drunk	8%
Because I don't work	0%
Because I damaged something	15%
Because I took something that belonged to someone else	27%
Because I was driving a car or motorbike badly	4%
Other	19%
I'd prefer not to say	0%
Someone at the YOT asked me to explain why I thought I had offended.	
Yes, they asked me to explain why I had offended	100%
No, they never asked me to explain why I had offended	0%
I'm not sure / I can't remember	-
Someone at the YOT asked me to explain what I thought would help me to stop offending.	
Yes, they asked me to explain	95%
No, they never asked me to explain what would help me to stop offending	5%
I'm not sure / I can't remember	-
The YOT took my views seriously.	
Yes, they always took my views seriously	72%
Yes, they took my views seriously most of the time	16%
No, they rarely or never took my views seriously	4%
No, because they didn't me ask what I thought	0%
I'm not sure / I can't remember	8%
The YOT helped me to feel safer.	
Yes, they helped me	100%
No, they didn't help me	0%
I didn't want any help/I didn't need any help	-

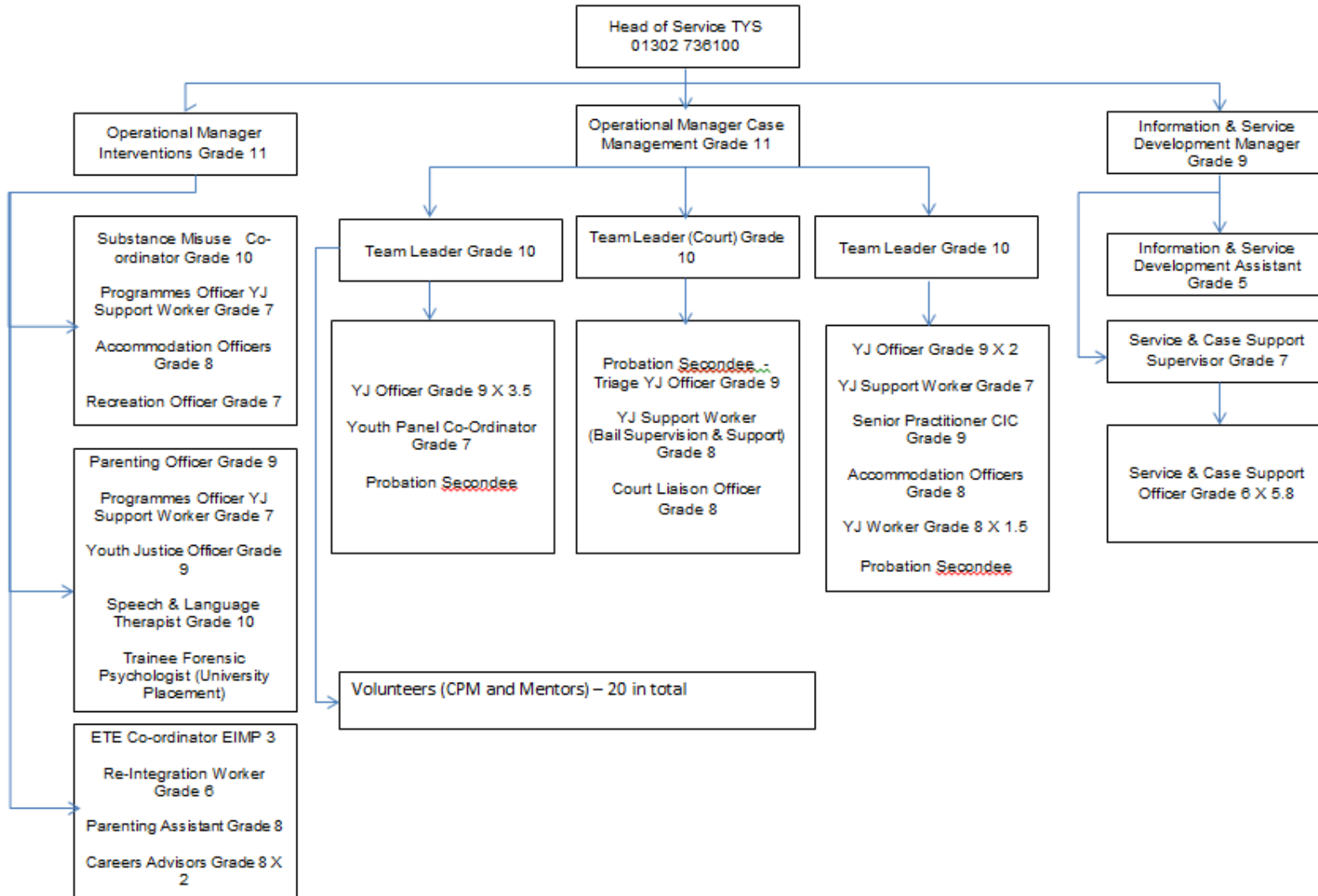
Statement/Question	%
Things have got better for me, at school, at college, or in getting a job.	
Yes, things have got better	73%
No, things haven't got any better	27%
I needed help to cut down my drugs use.	
Yes, and I got the help I needed	100%
Yes, but I didn't get enough help	0%
I didn't want any help/I didn't need any help	-
Things have got better for me about my use of drugs.	
Yes, things have got better	89%
No, things haven't got any better	11%
I needed help with where I live.	
Yes, and I got the help I needed	100%
Yes, but I didn't get enough help	0%
I didn't want any help/I didn't need any help	-
I needed help with my relationships or things about my family.	
Yes, and I got the help I needed	100%
Yes, but I didn't get enough help	0%
I didn't want any help/I didn't need any help	-
I needed help to feel less stressed.	
Yes, and I got the help I needed	100%
Yes, but I didn't get enough help	0%
I didn't want any help/I didn't need any help	-
I needed help to feel happier about what I think of myself, or what others think of me.	
Yes, and I got the help I needed	100%
Yes, but I didn't get enough help	0%
I didn't want any help/I didn't need any help	-
I needed help to be able to make better decisions.	
Yes, and I got the help I needed	100%
Yes, but I didn't get enough help	0%
I didn't want any help/I didn't need any help	-
I needed help to understand how to stop offending.	
Yes, and I got the help I needed	100%
Yes, but I didn't get enough help	0%



Statement/Question	%
No, I didn't want any help	-
I have been treated fairly by the people who worked with me.	
Yes, all the time	100%
Yes, most of the time	0%
No, not really	0%
No, not at all	0%
I think the service given to me by the YOT has been...	
Very Good	76%
Good most of the time, but not all the time	24%
Not very good	0%
Poor	0%

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## 6. Resources and Value for Money



## **Budgets and Variance 2015/16 to 2016/17**

<b><u>Source</u></b>	<b><u>Cash (£)</u></b>	<b><u>Kind (£)</u></b>	<b><u>Total (£)</u></b> <b><u>2015/16</u></b>	<b><u>Notification</u></b> <b><u>of budget</u></b> <b><u>(£) 2016/17</u></b>	<b><u>Variance</u></b> <b><u>from</u></b> <b><u>2015/16</u></b> <b><u>(£)</u></b>
YJB	717,520	-	717,520	580,632	-136,888
DCS Trust	814,025	-	814,025	814,025	-
Probation (Inc. 3 Probation staff)	63,732	110,972	174,704	109,218	-65,486
PCC cash contribution	160,000	-	160,000	152,000	-8,000
Health (Inc. seconded Speech & Language therapist and CAMHS)	57,348	67,832	125,180	125,180	-
Police (seconded Police Officers)	-	132,126	132,126	132,126	-
JACs		21,367	21,367	21,367	-
<b>Totals</b>	<b>1,812,625</b>	<b>332,297</b>	<b>2,144,922</b>	<b>1,934,548</b>	<b>-210,374</b>

As with all Youth Offending Services, Doncaster has experienced significant cuts in the Core Youth Justice Grant as part of the package of savings which the Ministry of Justice has been required to make. In addition the National Probation Service (NPS) has reduced its contribution in line with a national review into how it finds youth justice provision. Fortunately South Yorkshire Police, the clinical commissioning Group (CCG) and Doncaster Children's Services Trust (DCST) were able to maintain their contributions at 2015/16 levels.

In real terms this means the YOS received cash and in kind reduction of 10.8%, which is broadly in line with the budget reduction received in 2015/16.

The cuts received so far, may be further impacted by the publication of the Charlie Taylor Review into the youth justice system. The outcome of the review is not yet known, but it is expected that it will mean significant changes to how youth justice provision is delivered.

Despite the climate of uncertainty Doncaster YOS is committed to always reviewing its provision and ensuring that young people and families' receive the support they need to lead healthy, safe and aspirational lives.

To that end Doncaster YOS has entered into a strategic partnership with Nottingham University which will see Trainee Forensic Psychologists deployed on a six month placement as part of their PHD. Such provision will allow the YOS and other services within Targeted Youth Support to access clinical expertise to support the existing assessment offer, which has the potential for the service to better understand the needs of complex young people and tailor interventions more effectively to meet these needs.

In addition, the Trainee Forensic Psychologist will lead on the review and development of our existing intervention programmes, to ensure that they are suitable for the needs currently presenting within the cohort, particularly attention will

be paid to developing specific interventions for young females, young people with borderline personality disorders and those with a diagnosis of conduct disorder.

In addition the YOS will seek to second our substance misuse officer to Project 3 in order that they can receive the specialised training in working with young people who have substance misuse issues and more general training in addressing universal health issues, including non-invasive STI screening, urine screening and assess general health needs and deficits.

This will allow the YOS to remove the general health nurse post from the existing structure and replace the post with a part time speech and language therapist.

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 will allow the YOS to work more effectively with a range of young people involved in the youth justice system.

Because of the method of recruiting to these two posts, the YOS will make a marginal saving on the existing cost profile, but will substantially increase the quality of the assessments and interventions available to children young people and families.

In addition, the YOS has entered into regional commissioning arrangements for the provision provided by REMEDI, in terms of restorative justice, victim work and reparation. As well as the provision provided by 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

contribution from partners in this respect 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, which currently uses staff TUPE'd to DCS Trust as part of the original contractual arrangements. Over the next 12 months these staff will be replaced by staff from the core YOS establishment as this provision becomes more closely aligned with core delivery.

The table below illustrates the breakdown of the Core YOS grant usage:-

<b>Organisation</b>	<b>£</b>
SOVA	21,568.75
REMEDI	90,250.00
Youth Justice Board	468,813.25

7. Young People's Youth Justice Plan

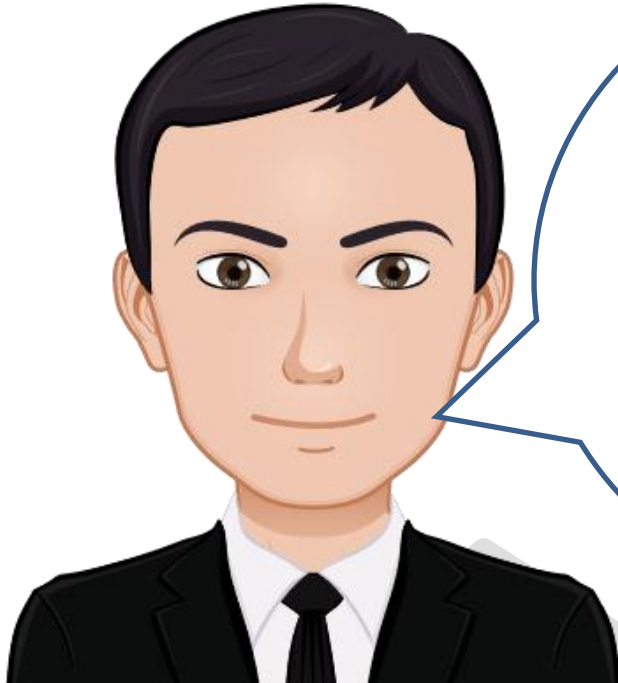


Targeted Youth Support Service  
Doncaster Youth Offending Service  
Young People's Youth Justice Plan 2016/17

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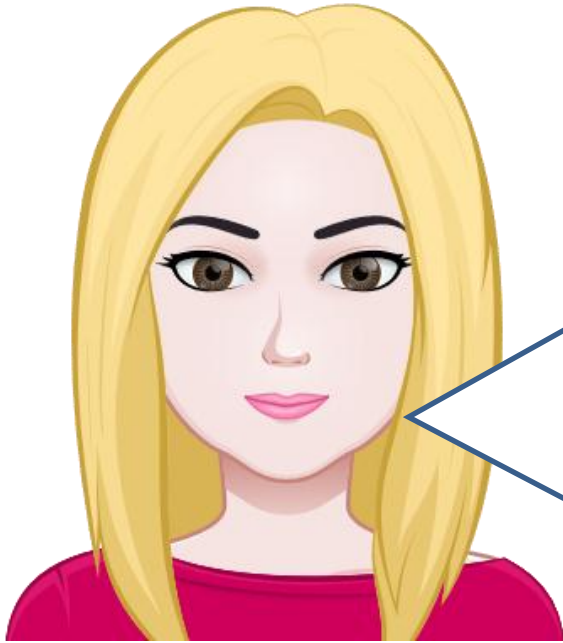
## Meet the team



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 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 why.



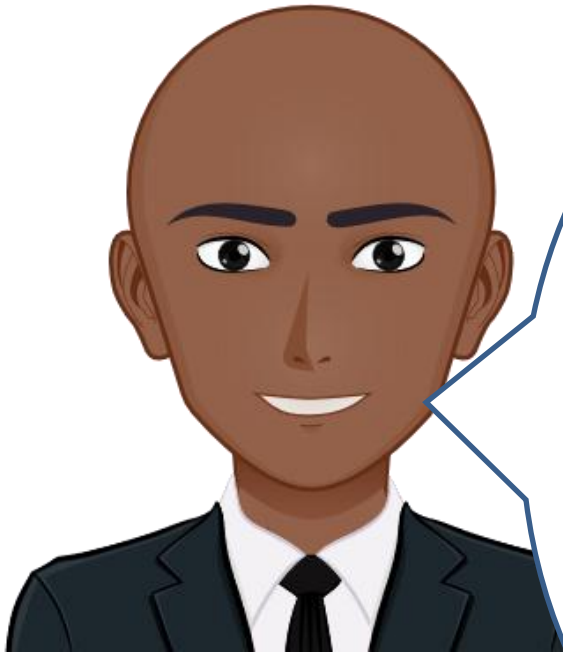


Hi, I'm Kathryn West. I'm the Operational Manager of the Court and Case Management Team. It's my job to make sure you are safe and that you don't harm yourself or anyone else. I manage the Youth Justice Officers who work with you on a day to day basis and who write your Pre-Sentence Reports and do your 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 so if you are on a Court Order or YCC 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 the programme lead for Team 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 you 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.

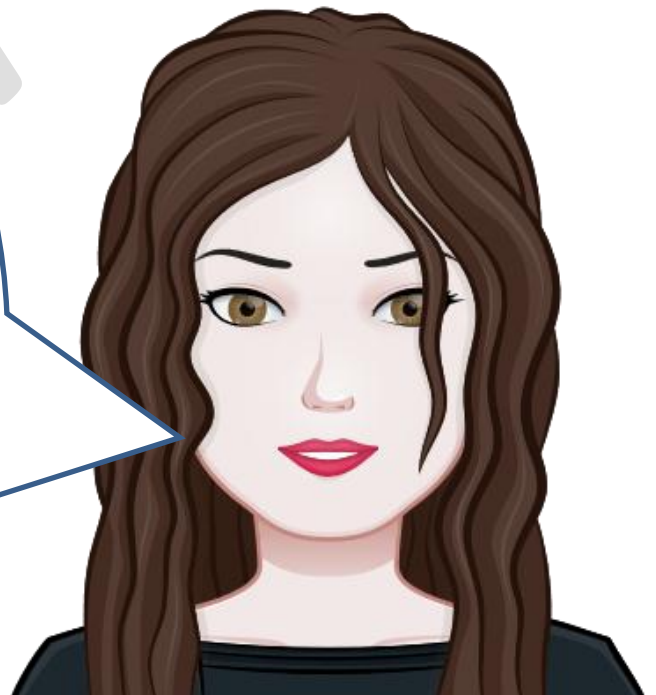
If you have got in trouble with the Police for the first time, or you feel like you might, then we are the team that will help you get back on track.

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, safeguarding you against people who might want to cause you harm and help you to achieve positive outcomes. 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 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 ASSET Plus 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 of 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 first year though, 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 Head of Service) its 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 lots more young people in Doncaster got in trouble for the police for the first time

than they had before. This means that Mark (remember Mark , he's the chair of the

management board) looked at what was happening and told Andy  he needed to do something to make sure this didn't happen again. So we created Team EPIC, who will work with you if you have got in trouble for the first time making sure there would be lots of people who could help you back on track and have some fun doing it as well.

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 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.

In the last two years more young people have got into trouble for the first time in Doncaster than in other places.

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 15% less young people getting into trouble than there were last year and a further 15% next 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 17.

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 quite well in Doncaster in helping you not to get in trouble again after you start working with us. However, last year the number of you getting into trouble for a second time went up by nearly 2%. That looks like a small number, but it's quite a lot in youth justice terms.

This is a worry for us and this year we will try to bring that number down by 3%. If you stick to your order you can really help us bring this number down even more.

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 are going to employ 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 are employing a trainee forensic psychologist to help us. This is a person who is good at looking at 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. This person is called Jodie, and Jodie will look at our programmes and see what needs to change. Jodie will talk to you about what you think about the programmes and make changes based, in part, on what you say.

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 engaging 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 are now close to the national average for the number of young people going to custody. This means that if you live in Doncaster your risk of getting a custodial sentence is nearly the same as if you lived anywhere else in the country. We think we can do better and some of the things we mentioned earlier like employing the speech and language therapist and Jodie, the trainee forensic psychologist, will also help some of you not to get in trouble again and bring down the chances of this happening to you. Next year, it's our aim to be in line with the national average or, hopefully, even better.

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 happen to look at what additionally 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 a job that you're really enjoy. We know that sometimes you might not have had a great experience of these things in the past. Last year we helped 87.4% 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 90% into education, training or employment that you want to do.

What that means is that for every 10 of you, we hope that we get 9 of you into something you enjoy. You might ask why not 10? and you would be right, but we know sometimes that for a lot of different reason 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 

Head of Targeted Youth Support Services

03.06.16