

# Youth Justice Planning Tool 2008/09 - England

**South Gloucestershire**

**Completed 26<sup>th</sup> September 2008**

Section A is an introduction for the various audiences that are likely to read the plan.

## SECTION A – THE NATIONAL AND LOCAL CONTEXT OF YOUTH JUSTICE

### A1 What are the strategic aims and priorities of the youth justice system in England and Wales?

The strategic aims and priorities of the youth justice system section have been pre-populated by the YJB. The 2008-11 strategic aims are to:

- prevent offending
- reduce reoffending
- ensure the safe and effective use of custody
- increase victim and public confidence.

### A2 What are the strategic aims and priorities of the local youth justice system (the story of place)?

South Gloucestershire Yot continues to perform to a high standard within the Youth Justice Board's Performance Management Framework. The Yot has consistently been one of the highest performing Yots nationally, regionally and within its family, year on year. Within the Performance Management Framework South Gloucestershire Yot 's Overall Performance falls within Level 5, with only 8 of the 155 Yots currently achieving Level 5. At 81.4% for Overall Performance South Gloucestershire Yot is the joint fifth highest performing Yot in England & Wales. This overall performance figure is generated through an aggregated performance score of a number of different performance areas. This includes Key Performance Indicators (81%), National Standards Compliance (93%), Effective Practice Quality Assurance (98.9%) and Reoffending Performance (85.2%).

Regarding performance in the Effective Practice Quality Assurance (EPQA) component of the Framework the consistently complementary feedback from the YJB across all the key elements of practice validated to-date is testimony to good performance. For 2007/08 South Gloucestershire Yot achieved Green in at 4 EPQA areas scoring 3 in Resettlement, Remand, and Substance Misuse and 2.87 in mental Health.

This consistently high performance against the YJB's Performance Management Framework is reflected in the findings of the Joint Inspection of the Yot which took place in April 2008. In the final report published in September, in the 5 Criteria of the Inspection the Yot scored 3 in each (3 represents 'Good – performs well, consistently above minimum requirements with no important shortcomings'). In the sub-criterion on 'work with parents/carers' the Yot scored 4 (4 represents 'Excellent – performs strongly, well above minimum requirements with outstanding features').

South Gloucestershire Yot's performance against the six KPIs which have been included in the Local Area Agreement is good. Against the Recidivism, Accommodation and Custodial Sentences KPIs the Yot attained Green status and against the ETE amber status. The Ethnicity KPI is new but we anticipate no problems with performing well. The remaining KPI, Reducing First Time Entrants, is the only KPI to present a challenge to the Yot. Like many other Yots, South Gloucestershire's performance against this target has been adversely affected by the Home Office PSA Target 3 which requires the police to increase the number of 'Offenders Brought to Justice' (OBTJ). The Police's success has been the Yot's failure with this contradictory KPI resulting in a significant increase in the number of children and young people formally processed by the Criminal Justice process. As well as resulting in more and increasingly younger children being brought into the Criminal justice process, often for minor matters, this practice has had a knock on affect on the Yot's capacity to deal with the increased workload.

The Yot has continued to develop its role in the preventive strategy and services and continues to have the lead in the PPOS Prevent and Deter Action Plan. The Yot continues to be central in the local evolution of children's service towards Children's Trust arrangements through Integrated Working agenda.

The development of the Department for Children and Young People continued throughout 2007/08 working to the commitments made in its first Children and Young People Plan. This proved a useful basis for developing the three-year C&YP Plan from 2006. The Yot contributes several KPIs to this Plan. The Yot remains fully integrated into all other relevant partner planning processes. This is reflected in its contribution to other performance monitoring mechanisms including the Local Area Agreement (LAA), Connexions, Safer South Glos, and the Annual Performance Assessment (APA). The Yot is also a member of the Local Safeguarding Children's Board, the Domestic Violence Multi-agency Risk Assessment Conference, the Anti-social Behaviour Review Panel and the Integrated Youth Support Services Managers Group.

In 2007 through the Integrated Working agenda South Gloucestershire moved to Locality based integrated service delivery. Three localities have been identified and at the heart of each is a 'hub' through which services will be accessed. This restructuring of service delivery into localities is being supported by the establishment of a Prevention Panel in each area. The Panels are the process through which the Common Assessment Framework, Lead Professional and Information Sharing work. The establishment of ContactPoint and eCAF will also contribute to these developments.

The Junior Youth Inclusion Programme (funded through the YJB's Prevention Funding), called PIP, is well established and benefiting the parents and children who are engaged with the project. The first evaluation of the project highlighted a number of impressive outcomes. The project benefits from being a member of the Prevention Panel in the Severn Vale Locality. This CAF process provides most of the new referrals for the project.

Strategically, the Yot is bound by its principal aim of stopping children and young people from offending. The Yot also shares the strategic vision reflected in South Gloucestershire's Charter for Children and Young People and in the five outcomes outlined in the Children Act 2004 and reinforced by the Children and Young People Plan.

The Line management of South Gloucestershire Yot is through the Department for Children and Young People to the Safer and Stronger Communities Strategic Partnership (CDRP) Senior Officers Group (the Yot Steering Group). The Safer and Stronger Communities Strategic Partnership (CDRP), chaired by the Leader of the Council, consists of council members and representatives from the statutory, voluntary and community organisations, including Victim Support and those representing ethnic minority groups. The Partnership meets quarterly. The Yot is a member of the S&S Strategic Partnership, to which regular update reports are given and the Youth Justice Plan presented.

The Safer and Stronger Communities Strategic Partnership (CDRP) Senior Officers Group (the Yot Steering Group) is chaired by the Chief Executive and meets bi-monthly. The Yot is a member of the SOG. The Yot reports to the SOG via a Standing Agenda Item. The Yot present a progress report on performance against the YJB Performance Measures and the budget. The Yot also reports to the Department for C&YP Directorate chaired by the Director.

In 1999/00, to enable the Yot to operate within existing structures it was accommodated within the Social Services Department but was accountable to the CDRP Senior Officer Group. In a relatively small Council Area this arrangement has enabled the Yot to respond strategically and operationally to both its child welfare and criminal justice responsibilities. Both the 2004 Audit Commission Report (Youth Justice 2004) and the YJB guidance document 'Sustaining the Success' stress the importance of corporate ownership and responsibility for Yots if they are to continue to fulfil the dual obligations to the community safety and children's services agendas. The decision to locate the Yot within the Department for Children and Young People reflects the importance afforded to the impact of the Yot on overall outcomes for children and young people and the need to locate this work within the context of the wider preventive agenda focussed specifically upon children and young people. The important balance that has been achieved by the Yot in being positioned across agencies will be maintained through the governance arrangements with the CDRP with elected member decision-making now reflecting both Community Safety and Children and Young People's perspective. This change will be carefully managed to ensure that the Yot maintains its present level of performance and is able to influence, where necessary, the development of preventative support to children and young people as laid out in the CYP Plan.

The Yot is an integral member of local developments in response to Every Child Matters including the work on Prevention and Integrated Working. The YJB Prevention Funding has contributed to these broader developments through the establishment of a Junior Youth Inclusion Programme in the area now identified as Locality One.

There are regular meetings between Avon & Somerset Probation Service and the 5 Yots. The Yot attends the regular Court Users Group meetings. The Yot is an integral part of the local arrangements for responding to anti-social behaviour and has the lead for the authority on the Prevent and Deter Strand of the Proliferate and Other priority offender Strategy.

The Yot is represented on the Avon and Somerset Criminal Justice Board and there are mechanisms in place to allow the five Yots in Avon and Somerset to play a full and meaningful role in the work of that body. This includes South Gloucestershire Council being a signatory to the A&S LCJB Multi-Agency Public Protection Arrangements (MAPPA). The Yot is represented on the A&S MAPPA Strategic Management Board. At a more local level the Yot has referred cases to the Multi-Agency Public Protection Panel for guidance. The Yot is also a member of the Domestic Violence Multi Agency Risk Assessment Conference (DV MARAC).

In the Final Inspection Report published in September, the Yot was adjudged to be of an overall 'Good' standard – 'performs well, consistently above minimum requirements with no important shortcomings'. Some of the core findings of the Joint Inspection were pulled through into the Department for C&YP's Joint Area Review (Adjudged to be 'Good' overall). At the wider Local Authority level the Council had its Corporate Assessment (now adjudged to be a Four Star authority). However, the Joint Inspection made the following recommendation to improve performance (which will form the focus for the Yot and its partners for 08/09):

### **Joint Inspection Recommendations**

Changes are necessary to ensure that *(primary responsibility is indicated in brackets)*:

- (1) suitable and appropriate accommodation is made available to all children and young people aged 16 and 17 engaged with the YOT *(Chair of the Safer and Stronger Senior Officers Group)*
- (2) courts are enabled to give regular feedback on the quality of reports *(YOT manager)*
- (3) all staff are conversant with, and skilled in the use of, the planning tools to record and review risk of serious harm and vulnerability *(YOT manager)*
- (4) the working arrangements with social care enable practices to be consistently applied, with each party discharging their own specific responsibilities *(Director for Children and Young People and YOT manager)*
- (5) all children and young people leaving custody have their literacy reassessed within ten days *(YOT manager)*
- (6) victims are enabled to benefit from restorative processes *(YOT manager)*
- (7) operational protocols and agreements are established and updated in a timely way *(YOT manager)*

An Improvement Plan has been submitted to HM Inspectorate of Probation outlining how these recommendations are to be addressed. The Improvement Plan is included as Appendix 1 to this Plan.

Section B is for the YOT to comment on: B1 - the sufficiency of the resources that have been made available and to demonstrate how they are being used to deliver the local youth justice priorities and to B2 help overcome the risks to future delivery.

## SECTION B - USE OF RESOURCES AND VALUE FOR MONEY

### **B1 Assess the extent to which the YOT's financial, staff, programme and ICT resources have been used to deliver quality youth justice services.**

Funding for South Gloucestershire Yot has remained constant since its introduction in April 2000. The Yot's consistently high performance against the YJB's Performance Framework would indicate that the level of funding is of an appropriate level. This was confirmed by the recent Joint Inspection. Contributing partners have maintained their original contributions to the pooled budget by increasing funding year-on-year in line with inflation. The only agency to have deviated is the Probation Service, who for three years (including 2007/08) has reviewed their contribution against the National Probation Service annual settlement. This has resulted in small variations (against the forecast) in the Probation Service's contribution to the pooled budget. For 2008/09 the Probation Service has announced they intend to introduce a 5% management charge on their contribution. It is unclear whether this is in contradiction to the national settlement for Yots agreed by NOMS and the YJB. Clarification is being sought by Yots from the YJB.

Until recently, all growth within the Yot has been facilitated through YJB funding, which now represents about a third of the total Yot budget. However, this has remained static for three years. The YJB Prevention Funding of a Junior Youth Inclusion Project is welcome. It is hoped that the announcement contained in the Government's Youth Crime Action Plan 2008 heralds more funding for prevention work.

The growing expectations and demands on Yots especially from the YJB have outstripped funding levels and risks undermining the capacity of Yots to fulfil their core business (provision of youth justice services) effectively. The demands for Yots to be a central player and provider in the areas of prevention and anti-social behaviour with little if any additional funding from the YJB is a significant drain on already stretched resources. The expectation and demands of the YJB for information and data only adds to this dilemma.

Similarly the significant increase in the number of children and young people formally processed as a direct consequence of Home Office PSA Target 3 which requires the police to increase the number of offenders 'Brought to Justice' has, since 2005, placed an increasing strain on the Yot's capacity to sustain its high level of performance. This is evident in the Yot's slip down the performance tables in 2007/08 caused by a decline in performance against National Standard timescales.

During 2006/07 there was a significant increase in the number ISSP cases leading to a budget overspend of £8000. There were 12 starts during the period. For 2007/08 this number dropped to 5 starts. However, the current financial year sees a 140% increase in starts over 2007/08. Between April – September (18<sup>th</sup>) there have been 12 starts. The current projection is a further 7 starts by the end of December 08.

This increase in demand on resources has been recognised and the Department for C&YP has funded an additional permanent Youth Justice Worker post from April 08. This additional post and the changes in police targets should see a return to more manageable work loads and therefore a return to the higher quality performance. The Yot has also received funding to recruit a specialist (half-time) Alcohol Misuse Worker from Oct 08.

South Gloucestershire Yot has continues to benefit from a stable, diverse and skilled workforce. The workforce remains predominantly and appropriately qualified with only one unqualified post across the team. The continued increase in Yot core business experienced from 05/06 continued over the last 2 years. This has been recognised by the Department for Children and Young People who have agreed to fund a new and additional post.

South Gloucestershire Yot has continued to benefit from having experienced Sessional support workers to call upon. There is a flourishing and successful Mentoring Scheme with 26 trained volunteers with further recruitment occurring in Autumn 08. Both mentors and panel members (9) receive appropriate training and on-going supervision and support. In 2008 the YOT successfully recruited and trained 20 Appropriate Adult Volunteers who now cover the out of hours and weekend Appropriate Adult rota.

The Yot continues to work closely with the YJB funded Prevention Project to oversee the performance of the Junior Youth Inclusion Programme.

As a multi-agency service the Yot benefits from being bound into the Workforce Strategies of all its partner agencies. This includes the very important Workforce Strategy outlined in the Children and Young People Plan 2006-09 for all staff working with children and young people.

South Gloucestershire Yot has continued to facilitate appropriate training opportunities for all Yot practitioners in addition to a comprehensive induction programme for staff new to the service, the latter of which will incorporate attendance on the South West Common Induction Training Programme. Training needs are determined individually on the basis of team and staff development needs and for which there are clearly defined links to the EPQA process.

Throughout 2007/08, all YOT operational staff completed Common Assessment Framework training to enable them to contribute to this process and make appropriate assessments and referrals. Additionally over the past year, internal training has focussed on Enforcement and Asset completion. Future training needs identified include improving PSR writing, taking into consideration dangerousness and risk of harm assessments and accordingly a two day team training course is planned for November 2008. The YOT is also involved in the APIS Improvement Programme and will be focussing staff development on Risk Management and Vulnerability Management Plans, as outlined as an area for improvement in the Joint Inspection Report.

Previously INSET training was undertaken in Managing Risk (MAPPA) this area requires revisiting in order to address the points raised by the HM Inspection report.

The Yot remains committed to supporting students on social work courses as well as those training in partner agencies. Throughout 2007/08, The YOT supervised two students. One second year student on an under graduate Social Work degree and the second a final year Masters student from the University of Bristol. Placements have been undertaken by trainee police officers and more recently a trainee police officer with the British Transport Police.

Progress in identifying and achieving training goals and needs is reflected in supervision and appraisal. Internally, this includes training on YOIS+ case management, assessment, planning interventions and supervision (APIS) as well as more recent comprehensive training on enforcement. Supervision and staff development remains a high priority, with all staff receiving regular individual supervision (as well as peer supervision) as part of an annual appraisal scheme, usually linked into the Departments reviewing process. All YJB funded posts are linked into the Department's Personnel Development and Performance Review (PDPR). A joint appraisal between the YOT and the CAMHS service is due to take place in respect of the seconded CAMHS worker.

In respect of the YJB's National Qualification Framework, one worker continues to work towards the Foundation Degree in Youth Justice and two other workers are set to begin modules in Effective Practice in February 2009.

Throughout 2007/08 the YOT's Substance Misuse Worker has attended training surrounding sexual health and relationships and she has developed a set of resources that practitioners can draw upon and offer one to one support in this area. This has been a great success and support for young people in this area will continue into 2009.

## **A. PROGRAMME RESOURCES**

South Gloucestershire Yot is well resourced and supported. The Yot has excellent working relations with the local DAT (the Yot sits on a number of DAT Sub-groups including the Young People's Sub-group and the Commissioning Sub-group). The Yot Substance Misuse worker deals with most cases requiring a Tier 3 service. The few cases requiring Tier 4 services access them quickly as required by Performance Measure 13. The Yot has also recently received funding for a half-time specialist Alcohol Misuse Support Worker.

The Yot has a CAMHS nurse seconded into the team who deals with most Mental Health cases directly. Any case requiring any additional mental health service will be fast tracked in to the broader CAMHS.

Most young people in South Gloucestershire are appropriately accommodated usually residing at home. The small numbers who are living away from home have a range of supported accommodation available to them. Young people aged 16yrs and 17yrs who require emergency accommodation are usually placed in Bed & Breakfast accommodation temporarily. This practice was identified as a problem by the Joint Inspection which recommended that 'suitable and appropriate accommodation is made available to all children and young people aged 16 and 17 engaged with the Yot'. Priority Youth Housing (a local voluntary project) as well as the Yot and/or Department for Children & Young People support these young people. A small number of young people with complex needs can severely test the process and ability of the Housing Department to continue to provide accommodation, this has resulted in an agreement to produce a joint policy framework between the Department for Children and Young People and Housing to be adopted as a policy framework by the Council. On these occasions the Department for Children and Young People undertake the funding of the accommodation. The Yot is a member of the South Gloucestershire Youth Housing Partnership, and attends the Joint (Housing/SSD) Protocol Group. Housing is a member of the Safer and Stronger Communities Strategies Partnership Senior Officer Group and a signatory to this plan. Priority Youth Housing will continue to provide Housing Support to young people at risk of offending as well as young people who specifically have current or previous Yot involvement. Yot and Priority Youth Housing attend the Joint Protocol Group (Housing and DCYP) as well as the Youth Housing Partnership. The Yot is a member of the Supporting People Management group and participated in the SP Inspection which took place in 2006.

There are specialist projects in Bristol and South Gloucestershire we have used to support young people from various ethnic groups. There are no significant gaps in specialist services in South Gloucestershire.

All South Gloucestershire Yot interventions are individually built around the risk factors identified through Asset. Currently the Yot and a voluntary youth organisation are jointly developing and running a targeted group work programme specifically targeted at reducing anti social behaviour in a particular problem area of South Gloucestershire. This is a time-limited programme created in response to a need identified by the Anti Social Behaviour Review Panel.

The majority of work undertaken by South Gloucestershire Yot is on a one-to-one basis. All Yot practitioners have completed (accredited) training to undertake the Pathway Programme (a cognitive behavioural programme approach). 3 practitioners in the Yot have received comprehensive training in Restorative Conferencing. In appropriate cases referrals are made to external providers (e.g. Elevations; Impact Road show; Weapons Road show). Young people convicted of committing sex offences are allocated to the practitioner with specialist training in this area (external specialist supervision is available for that worker if required). The Yot are committed to training a further practitioner to undertake sex offender work and that they are suitably equipped to ensure practice arrangements are in place in line with the Governments Cross Action Plan on Sexual Violence and Abuse.

Training provision is reviewed at both the regular supervision stage and also the bi-yearly PDPR meetings.

**B. ICT INCLUDING THE WIRING UP YOUTH JUSTICE PROGRAMME**

South Gloucestershire Yot has always embraced the use of technological advances. Secure e-mail has been available to the Yot since August 2005. The Yot has had secure VPN link access to the Case management systems & other files at Court for over two years. Increased use of secure e-mail has occurred, in particular the submission of YJB Placement booking forms, Assets, Risk of Serious Harm and Vulnerability as well as the transfer of cases to other Yots. Direct access to up to date appropriate case information at Court and the ability to transfer cases has aided the Swift Administration of Justice and given practitioners accurate and up to date cases files.

The Yot is fully committed to the YJB's ICT programme supporting the youth justice system's contribution to the effective and efficient working of both the Criminal Justice System and of Children's Services and welcomes the opportunity to further develop and explore systems that will improve service delivery. The introduction of ContactPoint should assist towards this end.

Under the WUJ programme South Glos Yot was identified as a pioneer Yot, additional funding was made available and the Yot now has enhanced technology that demonstrate considerable advantages. Remote wireless access to systems allows greater flexibility for staff in addition to information being updated much quicker. Digital pens have accounted for significant time saving. Reducing the amount of time spent by staff on duplicating the work done still continues to be a priority. The Yot is committed to the commencement and implementation of the PENY (Police Electronic Notifications) project. This project when fully implemented will have a significant impact in this area by reducing the amount of time spent in obtaining all relevant information, with the addition of the Yot being able to intervene early in all appropriate cases.

Whilst the Yot is an office based service, it recognises the need for flexibility. In order to facilitate this, practitioners need to be able to manage workloads & time around a basic 9 to 5 framework. The Yot are trying to provide a more efficient and effective service by increasing remote access to YOIS. Staff are now able to access to YOIS from any Broadband connected PC over a secure network. This will enable staff to work around the geography and significant congestion problems specific to South Gloucestershire.

**B2 Identify risks to future use of resources and value for money and plans to overcome the risks**

**There are no anticipated risks to future resources and value for money.**

**Identify plans to overcome the risks to future use of resources and value for money**

<b>Risk</b>	<b>Action</b>	<b>Success Criteria</b>	<b>Owner</b>	<b>Deadline</b>
Significant increase in number of ISSP starts	Monitoring	Yot manages to provide high quality ISSP's and remains in budget	YOS Manager	March 09
Remote Access-There is an expectation that when staff use this option they do so as part of normal working week/hours	Agreement of the Operations or YOS Manager for each occasion	Effective management of workloads & time Reduction in TOIL	1.YOS Manager	Ongoing
	Monitoring of access to YOIS		2. Info Officer	Ongoing

**B3 YJB risk to future delivery assessment comments**

## II SECTIONS B4–B8

B4 Youth offending team budget sources for the financial year 2008/09				
Agency	Staffing Costs	Payments in Kind	Other Delegated Funds	Total
Police	£124,080	£18,600	£7,320	£150,000
Probation	£41,600	£0.00	£2,980	£44,580
Health	£29,340	£0.00	£4,420	£33,760
Local Authority	£271,970	£0.00	£44,920	£316,890
YJB	£232,400	£0.00	£159,400	£391,800
Other	£0.00	£0.00	£0.00	£0.00
<b>Total</b>	<b>£699,390</b>	<b>£18,600</b>	<b>£219,040</b>	<b>£937,030</b>

B5 Services planned for the financial year 2008/09		
Core Activity	Total Budget (£)	Any Comments
Preventive services		In a relatively small Yot like South Gloucestershire, the budget is not allocated in this manner. Funding and resources follow the areas of need. We have systems and structures in place to ensure each service area is adequately resourced to ensure National Standards and good practice are maintained. The exception is the YJB Prevention Funding which goes directly to the external provider of the JYIP.
PACE		
Pre-Court		
Remand		
Court		
Community		
Custody		
Miscellaneous		
Other		

B6 Probation Contributions					
Cash Contribution	Payments in kind 1 excluding staff		Payments in kind 2 staffing		TOTAL (£)
	Item	Cash Value (£)	Grade and Number	Cash Value (£) including on costs	
Probation Officer – seconded				£34,552	£34,552
Pooled Budget Contribution - (Capped £10,028)		£,5,600			£10,028

<b>B7 Staff in the youth offending team (by headcount)</b>												
	Strategic Manager		Operations Manager		Practitioner		Administration		Sessional	Student	Volunteer	Total
	PT	FT	PT	FT	PT	FT	PT	FT				
Permanent		1			1	1		3	6		48	60
Fixed Term										1		1
Outsourced												0
Temporary												0
Vacant												0
Children				1	4	5						10
Police						2						2
Probation						1						1
Health					1							1
Education						1						1
Connexions												0
Other												0
<b>TOTAL</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>6</b>	<b>10</b>	<b>0</b>	<b>3</b>	<b>6</b>	<b>1</b>	<b>48</b>	<b>76</b>

<b>B8 Staff in the youth offending team by gender and ethnicity based on census 2001 categories</b>																
	Strategic Mgr		Op's Manager		Practitioner		Administration		Sessional		Student		Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White British	1			1	4	11	1	2	3	3		1	14	31	23	49
White Irish														1		1
Other white (Scottish)													1	1	1	1
White and Black Caribbean																
White and Black African																
White and Asian																
Other Mixed																
Indian																
Pakistani																
Bangladeshi																
Other Asian																
Caribbean																
African																
Black						1										1
Chinese																
Other ethnic group																
Not given																
<b>Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>12</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>15</b>	<b>33</b>	<b>24</b>	<b>52</b>
Welsh Speakers																

## SECTION C1 – FIRST-TIME ENTRANTS

### C1.1 Assess the extent to which the YOT partnership has contributed to reducing first-time entrants into the youth justice system and reducing *any* disproportionality including children and young people from Black Minority Ethnic (BME) backgrounds

2005/06 – **387 (baseline)**, FTE Validated data 2007/08 - **389** (0.5% increase against baseline) & FTE Q1 2008/09 - **83**

FTE – Yp's	M	F	White	Mixed	Asian	Black	Chinese	unknown
2007/08 - 398	289 (72.5%)	109 (27.5%)	95.4% (380) +1.8%	1.5% (6)	0.5% (2)	1.7% (7)	0.5% (2)	0.2% (1)
2006/07 - 395	299 (75.6%)	96 (24.4%)	93.6% (370) -1.9%	3.5% (14)	0.7% (3)	1.7% (7)	0.2% (1)	0% (0)
2005/06 – 387	283 (73.1%)	104 (26.9%)	95.5% (369) -	2.8% (11)	0.5% (2)	1.0% (4)	0.2% (1)	0% (0)

FTE Outcomes	FW	FW (+/-06/07)	FW (+/-05/06)	Reprimand	Reprimand (+/-06/07)	Reprimand (+/-05/06)	Pre-Court other	Court	FW (+/-06/07)	FW (+/-05/06)	total
2007/08	<b>60</b>	-14.2%	-10.4%	<b>284</b>	3.2%	14%	<b>14</b>	<b>40</b>	-14.8%	-38.4%	<b>398</b>
2006/07	<b>70</b>		4.4%	<b>275</b>		10.4%	<b>3</b>	<b>47</b>		-27.6%	<b>395</b>
2005/06	<b>67</b>			<b>249</b>			<b>6</b>	<b>65</b>			<b>387</b>

Preventing offending is the principal aim of the youth justice system. Reducing the number of first-time entrants into the youth justice system forms part of PSA 14, "Increase the number of children and young people on the path to success", and it significantly contributes to the *Every Child Matters* outcomes. It is National Indicator (NI) 111 and it is performance indicator 24 in the Assessment of Police and Community Safety (APACS). The Government's Youth Crime Action Plan 2008, sets a national target for a reduction in first-time entrants by 20% by 2020.

However, the Yot data for 2005/06 indicated that there had been a 22% increase in the number of young people formally processed for committing offences, which had resulted in a 28% increase in the number of recorded offences against juveniles. This was a trend repeated across the other Yot areas in Avon and Somerset. As the tables above indicate this trend continued in 06/07 and 07/08. This increase is widely accepted as a consequence of the police's success against the Home Office PSA Target 3: increasing the numbers of Offenders Brought to Justice. This contradictory target resulted in a poor performance against the FTE target.

With the revision of the OBTJ target to focus on serious violent offences, serious acquisitive offences and serious sexual offences while racially or religiously aggravated offences are being counted for sanction detection and with the Police now sharing the YJB's First Time Entrants KPI, it is hoped that some real progress will be made against this target. However, early indications from the introduction of a number of summary justice initiatives (e.g. Fixed Penalty Notices etc) are that increasing numbers of children and young people are being criminalised for minor and low level offences which would have traditionally been dealt with via informal means.

Local developments under the Common Assessment Framework initiative with the introduction of Prevention Panels in each of the 3 Localities will also hopefully impact in the mid to longer term on the number of FTE. The YJB funded JYIP which operates in one of the Localities will contribute to this reduction in FTE/Prevention. So too will the introduction of ContactPoint in May 2009.

<b>C1.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks</b>				
<b>Risk</b>	<b>Action</b>	<b>Success Criteria</b>	<b>Owner</b>	<b>Deadline</b>
Increased use of Summary Justice disposals results in increase of C&YP brought into YJS	Monitoring	No significant increase overall with reduction in numbers going to court	Police	On-going
<b>C1.3 Identify workforce development plans to overcome the risks to continuous improvement</b>				
<b>Skills to Develop</b>	<b>Target Group</b>	<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
None				
<b>C1.4 YJB risk to future delivery assessment comments</b>				

## SECTION C2 – REOFFENDING

### C2.1 Assess the extent to which the YOT partnership has contributed to reducing proven reoffending by children and young people and reducing *any* disproportionality including children and young people from Black Minority Ethnic (BME) backgrounds

2005v 2002 co-hort	Re-offending		NI 45 - ETE	NI 46 - Accommodation
Pre Court	-22.2%		2007/08 Yot	81.9%
First Tier	-19.0%		Family	71.7%
Community Penalty	-53.3%		South West	71.7%
Custody	N/A		National	71.7%
				94.8%

This indicator has been wholly revised and the submission of the revised baseline data has been changed to September 2008. Performance against previous data indicates effectiveness in reducing reoffending. Yot performance was rated at Level 5 (85%) overall for 2005v2002 comparison cohorts (see above tables). The sections of the Joint Inspection which highlighted the work completed with children and young people to prevent re-offending were assessed as 'good'.

There is no evidence to suggest that there is a disproportionate number of each BME group of young people on youth justice disposals compared to the proportions of each BME group in the equivalent local population. This is demonstrated by the figures in the table for FTE in the previous section. (C.1 First Time entrants). Actual past and present performance against NI 45 (engagement in education, employment and training) and NI 46 (access to suitable accommodation) has been consistently good.

ETE	in ETE	supervised	%
2007/08	226	276	81.9%
2006/07	203	239	84.7%
2005/06	200	234	85.5%

Accommodation	Suitable	supervised	%
2007/08	278	282	98.6%
2006/07	237	240	98.8%
2005/06	239	241	99.2%

N Standards Compliance	%	score
2007/08	93.0%	Level 5
2006/07	100.0%	Level 5
2005/06	96.3%	Level 5

### C2.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Skills not appropriately matched to ETE placements	all children and young people leaving custody have their literacy reassessed within ten days	literacy reassessed within ten days		

### C2.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline

### C2.4 YJB risk to future delivery assessment comments

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## SECTION C3 - CUSTODY

### C3.1 Assess the extent to which the YOT partnership has contributed to reducing the use of youth custodial remands and sentences and reducing *any* disproportionality including children and young people from Black Minority Ethnic (BME) backgrounds

Outcomes	DTO	Court	%
2007/08	9	283	3.2%
2006/07	6	274	2.2%
2005/06	17	274	6.2%

Outcomes	Secure	Remands	%
2007/08	7	52	13.5%
2006/07	5	18	27.8%
2005/06	12	17	70.6%

As the tables above indicate, historically South Gloucestershire Yot has performed well against this target. To a large extent this is due to the Yot having a very positive relationship with the local Bench based on trust and confidence. This means that there is a high congruence between remand/report proposals and final remand/sentence (Congruence on court reports averages 78% over the past 3 financial years). There is no evidence to indicate that the Yot is failing to offer appropriate options to the Court and/or failing to identify those young people who are at risk of custody or that any BME group is disproportionately remanded or sentenced to custody.

Regarding the Yot's remand management EPQA the YJB concluded in July 2008 that: ***'This clearly continues to be an excellent service, being improved by small but significant development.'*** The recent Joint Inspection also highlighted this as an area of strength.

It is worth noting that the small numbers involved in these groups means that it is highly susceptible to significant percentage variation from small numerical changes. The YJB have recognised this. Again in July 2008 they said 'It is accepted that the Remand KPI is very susceptible to fluctuation due to small numbers but this does not reflect the quality of the service to remanded young people'.

Performance management reports are used to proactively identify children and young people at risk of custody in advance. Regarding custodial sentences, ISSP is offered as an alternative disposal in all appropriate cases and when young people indicate a willingness to comply. There has been a significant increase in the use of ISSP from April 08. There were 12 starts between April and September 08 against 5 starts for the whole of 07/08. This represents a 140% increase in starts over 2007/08. The current projection is a further 7 starts by the end of December 08.

### C3.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Significant increase in number of ISSP starts	Monitoring	Yot manages to provide high quality ISSPs and remains in budget	YOS Manager	March 09
Inappropriate or inadequate recommendations to Court	Request feedback on Court Reports	courts are enabled to give regular feedback on the quality of reports	Op's Manager	Dec 08

### C3.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
None				

### C3.4 YJB risk to future delivery assessment comments

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## SECTION C4 - RISK OF SERIOUS HARM

### C4.1 Assess the extent to which the YOT partnership has contributed to addressing risk of serious harm to the public through local application of YJB risk of serious harm procedures

Since Apr 2006, 5 referrals have been made to MAPPA (06/07 x2, 07/08x2, 08/09 x1) and were assessed as follows:

Risk Classifications: Medium x1, High x 4 / Level 1 x2, Level 2 x3

There has been YOT representation at all Yot Referred MAPPA meetings and minutes and feedback from Multi-Agency Public Protection Arrangements (MAPPA) meetings is provided.

The Yot is represented on the Avon and Somerset Criminal Justice Board and there are mechanisms in place to allow the five Yots in Avon and Somerset to play a full and meaningful role in the work of that body. This includes South Gloucestershire Council being a signatory to the A&S LCJB Multi-Agency Public Protection Arrangements (MAPPA). The Yot is represented on the A&S MAPPA Strategic Management Board. At a more local level the Yot has referred cases to the Multi-Agency Public Protection Panel for guidance.

South Glos YOT has a comparatively low number of cases that commit serious and specified offences or who are assessed as posing a high risk of serious harm to the public. Consequently, there are also few cases that fall into the MAPPA categories. Since April 2006, 5 cases have been referred to the MAPPA process and three cases have been managed at Level 2 and two cases at Level 1.

Despite the low numbers, South Glos YOT has a robust system for assessing and managing risk of serious harm through regular staff supervision and case discussion. All Risk of Serious Harm assessments are countersigned by the Operations Manager. Pre Sentence Reports are gate-kept by the Operations Manager or Senior Practitioner. Practice issues focussed upon in the gatekeeping of reports include providing a full risk assessment and a robust intervention and risk management plan as appropriate.

South Glos YOT hold monthly risk meetings where medium and high risk of harm cases are discussed by practitioners. These discussions focus on past behaviour, triggers and risk factors, protective factors and risk management planning. They offer staff the opportunity to share good practice and analyse complex cases.

Cases referred to MAPPA are within the appropriate guidelines, giving consideration to the level of risk of serious harm posed by a young person and the relevant MAPPA category. Discussion takes place between Practitioners and the Operations Manager to determine whether a referral is appropriate. In cases where there is uncertainty, consultation is had with the MAPPA co-ordinator. YOT practitioners attend all MAPPA meetings appertaining to their cases and provide timely review reports for subsequent meetings. The recent Joint Inspection stated that 'All MAPPA cases had been effectively communicated to others'. MAPPA involvement, in the cases as stated above, has provided a forum for case and risk management discussion between agencies. The meetings however have rarely been able to command extra resources or involvement from other agencies. There does not seem to be a system for holding to account agencies that have not fulfilled their obligations as set out in the risk management plan.

The sections of the Joint Inspection which highlighted the work completed with children and young people to prevent re-offending were assessed as good. This area of the inspection included supervision of community and custodial cases and took into consideration ways that the YOT manages risk of serious harm. A recommendation for change was made to ensure that 'all staff are conversant with, and skilled in the use of, the planning tools to record and review risk of serious harm and vulnerability'. This recommendation is being tackled through the focus of APIS Improvement on risk and vulnerability management plans and through the supervision process.

<b>C4.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks</b>				
<b>Risk</b>	<b>Action</b>	<b>Success Criteria</b>	<b>Owner</b>	<b>Deadline</b>
Failure to evidence and implement risk & vulnerability management plans	all staff are conversant with, and skilled in the use of, the planning tools to record and review risk of serious harm and vulnerability	Comprehensive training & on-going monitoring to evidence accurate recording	Op's Manager	Dec 08
<b>C4.3 Identify workforce development plans to overcome the risks to continuous improvement</b>				
<b>Skills to Develop</b>	<b>Target Group</b>	<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
Change in recording practices on YOIS	Yot Case managers	training	Ops manager	Dec 08
<b>C4.4 YJB risk to future delivery assessment comments</b>				

## SECTION C5 - SAFEGUARDING

### C5.1 Assess the extent to which the YOT partnership has contributed to keeping children and young people safe from harm

The Yot is a statutory member of the Local Safeguarding Children's Board, playing a full part in that process. The recent Joint Inspection adjudged South Gloucestershire Yot as being 'Good' overall. This means the Yot 'performs well, consistently above minimum requirements with no important shortcomings'. This includes the safeguarding of children and young people. The Inspection concluded that 'safeguarding was fully and accurately assessed and appropriate action was taken when needed'.

On a broader safeguarding level, the Joint Area Review concluded that: '**Arrangements for safeguarding children and young people are adequate. Early intervention and family support services are good. The most vulnerable children and those in need of protection receive effective services with high quality assessments and planning and good support for young people involved in offending behaviour**'.

The JAR identified a number of major strengths including: high quality of assessments and planning; good prevention and early intervention work well supported by the very good implementation of the Common Assessment Framework; child-centred direct work by skilled and committed staff; good support for young people involved in offending behaviour and effective child protection planning and practice.

Although not a Yot/YJB specific KPI the offending levels of Looked After Children (LAC) is a priority in South Gloucestershire. The numbers involved are small (see table below) but the present LAC Offending rate of just under 4% against a general offending rate of 2.2% requires on-going attention. Analysis of the LAC population has already started and will continue in an effort to try to identify why some LAC offend whilst others do not. This priority will be included in the LAC Implementation Plan. It is also anticipated that the increasing emphasis on prevention work and introduction of integrated working through the newly introduced Locality service delivery model will impact positively on both offending levels and numbers of children requiring being Looked After.

Offending	LAC	Total	% LAC	KPI C18
2007/08	22	563	3.9	N/A
2006/07	24	538	4.5	4.8%
2005/06	14	513	2.7	2.9%

The recent Joint Area Review concluded that in South Gloucestershire

'Services for looked after children are good with timely and effective care planning, good stability and good quality care. The quality of social work with children and parents is also good. Health support needs are well met. Excellent education support ensures very good school attendance. Services for care leavers are good with effective pathway planning'.

Moreover, The council has been awarded Beacon Status for improving outcomes for children in care – one of four Beacon awards held by the council. And its fostering service has been recognised as 'excellent' by the Commission for Social Care Inspection and been awarded top marks by Ofsted for two years running. The report, outlines a wide range of initiatives put in place by the council and partners under the Corporate Parenting Strategy. The strategy sets out how the council takes collective responsibility to provide the best possible care and protection for this vulnerable group.

However, the Yot's Joint Inspection did find problems in the recording of vulnerability and risk assessments and in partnership working with Children's Social Services which will need to be addressed.

<b>C5.3 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks</b>				
<b>Risk</b>	<b>Action</b>	<b>Success Criteria</b>	<b>Owner</b>	<b>Deadline</b>
Lack of clarity over roles and responsibilities between Yot and CSS workers.	1. Review CSS/Yot Protocol	1. Protocol covers R&R clearly	Yot manager	Jan 09
	2. Clearly record R&Rs on Case Management System	2. Monitoring demonstrates accurate recording	Ops manager	Dec 08
Failure to evidence and implement risk & vulnerability management plans	All staff are conversant with, and skilled in the use of, the planning tools to record and review risk of serious harm and vulnerability	3. Comprehensive training & on-going monitoring to evidence accurate recording	Ops Manager	Dec 08
<b>C5.3 Identify workforce development plans to overcome the risks to continuous improvement</b>				
<b>Skills to Develop</b>	<b>Target Group</b>	<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
Change in recording practices on YOIS	Yot Case managers	training	Ops manager	Dec 08
<b>C5.4 YJB risk to future delivery assessment comments</b>				

## SECTION C6 – PUBLIC CONFIDENCE

### C6.1 Assess the extent to which the YOT partnership has contributed to improving public confidence in the fairness and effectiveness of dealing with youth crime in the Criminal Justice System

Feedback about the quality of YOT services: Actions from the independent evaluation acted upon, need to implement mechanisms for obtaining feedback from wider audience. (Victims, Court & other service users)

#### Total YP Offending & % of Overall Offending Population

	White		Mixed		Asian		Black		Chinese	Not Known	Total	
2007/08	534	94.85%	15	2.66%	5	0.89%	11	1.95%	3	0.53%	0	<b>563</b>
2006/07	502	93.31%	20	3.72%	5	0.93%	10	1.86%	1	0.19%	0	<b>538</b>
2005/06	492	95.91%	12	2.34%	3	0.58%	7	1.36%	1	0.19%	0	<b>513</b>

#### Quality of practice

National Standards Compliance	%
2007/08	93.0%
2006/07	100.0%
2005/06	96.3%

Enforcement is consistent and timely, the recent Yot inspection identified this area as a strength. Performance against National Stds 8.7 & 8.8 were both 100%, for 2007/08, 06/07 & 05/06 respectively. Enforcement procedures are documented and accessible.

South Gloucestershire Yot continues to perform to a high standard within the Youth Justice Board's Performance Management Framework. The Yot has consistently been one of the highest performing Yots nationally, regionally and within its family, year on year. Within the Performance Management Framework South Gloucestershire Yot 's Overall Performance falls within Level 5, with only 8 of the 155 Yots currently achieving Level 5. At 81.4% for Overall Performance South Gloucestershire Yot is the joint fifth highest performing Yot in England & Wales. This overall performance figure is generated through an aggregated performance score of a number of different performance areas. This includes Key Performance Indicators (81%), National Standards Compliance (93%), Effective Practice Quality Assurance (98.9%) and Reoffending Performance (85.2%).

Regarding performance in the Effective Practice Quality Assurance (EPQA) component of the Framework the consistently complementary feedback from the YJB across all the key elements of practice validated to-date is testimony to good performance. For 2007/08 South Gloucestershire Yot achieved Green in at 4 EPQA areas scoring 3 in Resettlement, Remand, and Substance Misuse and 2.87 in mental Health.

This consistently high performance against the YJB's Performance Management Framework is reflected in the findings of the Joint Inspection of the Yot which took place in April 2008. In the final report published in September, in the 5 Criteria of the Inspection the Yot scored 3 in each (3 represents 'Good – performs well, consistently above minimum requirements with no important shortcomings'). In the sub-criterion on 'work with parents/carers' the Yot scored 4 (4 represents 'Excellent – performs strongly, well above minimum requirements with outstanding features').

<b>C6.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks</b>				
<b>Risk</b>	<b>Action</b>	<b>Success Criteria</b>	<b>Owner</b>	<b>Deadline</b>
In-effective or Outdated Operational protocols and agreements	operational protocols and agreements are established and updated in a timely way	Demonstrate robust partnership working and the effectiveness of dealing with youth crime	YOS Manger	Oct 08
Lack of improvement in service delivery	implement mechanisms for obtaining feedback from wider audience	Act upon feedback & implement change		
<b>C6.3 Identify workforce development plans to overcome the risks to continuous improvement</b>				
<b>Skills to Develop</b>	<b>Target Group</b>	<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
<b>C6.4 YJB risk to future delivery assessment comments</b>				

## SECTION C7 – IMPROVING VICTIM SATISFACTION

### C7.1 Assess the extent to which the YOT partnership has contributed to improving satisfaction in the Criminal Justice System for those who have been victims of youth crime

#### Improving Victim Satisfaction

Outcomes	Satisfied	Comment	%
2007/08	105	110	95.5%
2006/07	51	51	100.0%
2005/06	33	34	97.1%

The above table highlights the Yot's performance against the YJB's Victim KPI. The Yot continues to endeavour to offer intervention/involvement to all identified victims and consequently performance against this measure is consistently high. The Yot police officers take full responsibility for interaction with victims. There are procedures in place to ensure victim details are passed on within timescales and clear criteria for referral to restorative schemes. The Joint Inspection adjudged the Yot as 'Good' in the area of 'Victims and Restorative Justice'.

The Yot is a signatory to the LCJB's protocol and Service Level Agreement on Victims and Witnesses, which reflects the obligations of all criminal justice agencies under the new Code of Practice for Victims of Crime (Section 32 of the Domestic Violence, Crime and Victims Act 2004). The Yot is represented on the LCJB's Victim and Witnesses Strategy sub-group.

The Joint Inspection adjudged the Yot to be 'Good' in the criterion, of 'Victims and Restorative Justice', noting that most victims were invited to participate in restorative justice processes and in most cases there was evidence that the YOT had actively tried to engage the victim. In the few cases where victims were not invited there was a valid reason for not doing so, which in most cases was recorded. However, the Inspection said that the fact that most victims did not engage with restorative processes was an area for improvement and recommend that 'victims are enabled to benefit from restorative processes'. An Action Plan outlining how this is to be achieved is required to be submitted to the HMIP.

### C7.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Lack of improvement in service delivery	implement mechanisms for obtaining feedback from wider audience	Act upon feedback & implement change		

### C7.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline

### C7.4 YJB risk to future delivery assessment comments

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Section D of the template is designed to promote future planning and preparation for nationally and locally driven business change and innovations.

## SECTION D – BUSINESS CHANGE AND INNOVATION

### D1 Describe the proposed business change or innovation – Criminal Justice: Simple, Speedy, Summary

From April 2008, youth courts across England and Wales will be adopting, through a phased implementation, a revised model of the established court process within the adult magistrates court. Simple Speedy Summary Justice (CJSSS) is based upon three principles:

- better proportionate preparation for first hearing in court
- ensuring that pleas are heard at first hearing and guilty pleas are dealt with on the day
- contested trials should proceed straight to trial within a reasonable timeframe.

The Referral Order process remains unchanged as most young people are dealt with on their first appearance however the level of change in practice and procedures for each YOT will vary according to their individual agreements and relationship with their local youth court. Pre Populated by YJB

As a small area, with a court which sits one day a week, the implementation of CJSSS presents no significant problems. The Yot has a very positive relationship with the local Bench based on trust and confidence. Many of the CJSSS developments are already in place in North Avon Youth Court. The Yot's remote access to YOIS and other IT based information enables information to be accessed and provided to the court in a timely manner. The recent Joint Inspection adjudged the area of 'Work in the Courts' to be good. The Inspection found that: '*The YOT had an effective partnership with the court. There were adequate resources allocated to this work, including remote access to the YOT information systems*'.

N Standards Compliance	%
2007/08	93.0%
2006/07	100.0%
2005/06	96.3%

As the above tables show, the Yot has an excellent performance record against National Standards. This includes the preparation of reports within the given timescales.

### D2 Identify risks to implementing the business change or innovation and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
No risks are anticipated in this area.				

### D3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline

### D4 YJB risk to future delivery assessment comments

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## SECTION D – BUSINESS CHANGE AND INNOVATION

### D1 Describe the proposed business change or innovation – Youth Rehabilitation Order and Youth Justice: The Scaled Approach

**Youth Justice: the Scaled Approach is designed to assist youth justice services to direct time and resources to young people appropriately, in accordance with their risk assessment, YOTs will be expected to implement the scaled approach model from April 2009, which will coincide with the introduction of the provisions arising from the Criminal Justice and Immigration Act. The most significant youth justice provision in the Act relates to the Youth Rehabilitation Order (YRO). Pre Populated by YJB.**

South Gloucestershire Yot welcomes the introduction of The Scaled Approach. The targeting of resources at those young people who present the greatest risk and challenge provide a genuine opportunity to impact significantly on offending behaviour and levels of crime and anti-social behaviour. The flexibility of the new Youth Rehabilitation Order will further assist this exciting opportunity.

The recent Joint Inspection confirmed South Gloucestershire Yot as a high performing Yot well placed to respond well to the challenges of the Scaled Approach. A number of issue raised by the Inspection once addressed through the required Action Plan will further strengthen the Yot's capacity to implement the Scaled Approach effectively. In particular the movement away from using Bed & Breakfast accommodation to place young people estranged from their families and enhanced training to ensure that all staff are conversant with and skilled in the use of, the planning tools to record and review risk of serious harm and vulnerability will contribute to the Yot's performance against the Scaled Approach.

### D2 Identify risks to implementing the business change or innovation and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
No risks are anticipated in this area				

### D3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Understanding of the Scaled Approach and the YRO in practice	Yot Case managers and report writers	Training	Ops manager	March 09

### D4 YJB risk to future delivery assessment comments

## SECTION D – BUSINESS CHANGE AND INNOVATION

### D1 Describe the proposed business change or innovation – Workforce Development

**Due to the new local focus and improved workforce development infrastructure in youth justice services, YOTs will be expected to commission directly from the Open University (OU) using local budgets in 2009–11, maintaining an equivalent level of workforce development opportunities as provided by the YJB during 2008/09. Pre Populated by YJB.**

For 2008/09, the Yot will maintain its commitment to ensuring that all staff, including volunteers, have the skills and tools to provide high quality youth justice services. To this end we will continue to provide training opportunities across the staff team, from both internal and external courses.

Progress in identifying and achieving training goals and needs is reflected in supervision and appraisal. Internally, this includes training on YOIS+ case management, assessment, planning interventions and supervision (APIS) as well as more recent comprehensive training on enforcement. Supervision and staff development remains a high priority, with all staff receiving regular individual supervision (as well as peer supervision) as part of an annual appraisal scheme, usually linked into the Departments reviewing process. All YJB funded posts are linked into the Department's Personnel Development and Performance Review (PDPR). A joint review of the YOT and the CAMHS SLA due to take place.

In respect of the YJB's National Qualification Framework, one worker continues to work towards the Foundation Degree in Youth Justice and two other workers are set to begin modules in Effective Practice in February 2009.

As a multi-agency service the Yot benefits from being bound into the Workforce Strategies of all its partner agencies. This includes the very important Workforce Strategy outlined in the Children and Young People Plan 2006-09 for all staff working with children and young people.

South Gloucestershire Yot has continued to facilitate appropriate training opportunities for all Yot practitioners in addition to a comprehensive induction programme for staff new to the service, the latter of which will incorporate attendance on the South West Common Induction Training Programme. Training needs are determined individually on the basis of team and staff development needs and for which there are clearly defined links to the EPQA process

For 2008/09, the Yot will maintain its commitment to ensuring that all staff, including volunteers, have the skills and tools to provide high quality youth justice services. To this end we will continue to provide training opportunities across the staff team, from both internal and external courses. This will include training in the new Youth Rehabilitation Order and the Scaled Approach.

South Gloucestershire Yot has continues to benefit from a stable, diverse and skilled workforce. The workforce remains predominantly and appropriately qualified with only one unqualified post across the team. The continued increase in Yot core business experienced from 05/06 continued over the last 2 years. This has been recognised by the Department for Children and Young People who have agreed to fund a new and additional post.

### D2 Identify risks to implementing the business change or innovation and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
No risks are anticipated in this area				

### D3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
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N/A				
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**D4 YJB risk to future delivery assessment comments**

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NEW BUSINESS CHANGES OR INNOVATIONS

**D2 Identify risks to implementing the New business change or innovation and plans to overcome the identified risks**

Risk	Action	Success Criteria	Owner	Deadline
Lack of Timely information from Avon & Somerset Constabulary	Implementation of the Police Electronic Notifications to Yots project (PENY)	Increase number of early intervention. Receipt of clear & accurate information within Home Office guidelines & National Standards national	Yot Info Officer	Nov 08

**D3 Identify workforce development plans to overcome the risks to continuous improvement**

Skills to Develop	Target Group	Action	Owner	Deadline
Effective use of Secure e-mail	Yot Admin Staff	Training of Staff in use of Secure e-mail	Yot Info Officer	Nov 08

**D4 YJB risk to future delivery assessment comments**

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Section E focuses on your YOT's Workforce Development Strategy and the summary by the chair of the management board and the YJB assessing risk to future delivery. The two elements have been joined in this section because the YJB regards workforce development as the cornerstone of effective YOT practice and management

## SECTION E1 – WORKFORCE DEVELOPMENT

### E1.1 Assess the extent to which the YOT Workforce Development Strategy has helped the YOT partnership to effectively manage risks to future delivery

As a multi-agency service the Yot benefits from being bound into the Workforce Strategies of all its partner agencies. This includes the very important Workforce Strategy outlined in the Children and Young People Plan 2006-09 for all staff working with children and young people.

South Gloucestershire Yot has continued to facilitate appropriate training opportunities for all Yot practitioners in addition to a comprehensive induction programme for staff new to the service, the latter of which will incorporate attendance on the South West Common Induction Training Programme. Training needs are determined individually on the basis of team and staff development needs and for which there are clearly defined links to the EPQA process.

Previously INSET training was undertaken in Managing Risk (MAPPA) this area requires revisiting in order to address the points raised by the HM Inspection report.

The Yot remains committed to supporting students on social work courses as well as those training in partner agencies. Placements have been undertaken by trainee police officers and more recently a trainee police officer with the British Transport Police

Progress in identifying and achieving training goals and needs is reflected in supervision and appraisal. Internally, this includes training on YOIS+ case management, assessment, planning interventions and supervision (APIS) as well as more recent comprehensive training on enforcement. Supervision and staff development remains a high priority, with all staff receiving regular individual supervision (as well as peer supervision) as part of an annual appraisal scheme, usually linked into the Departments reviewing process. All YJB funded posts are linked into the Department's Personnel Development and Performance Review (PDPR). A joint appraisal between the YOT and the CAMHS service is due to take place in respect of the seconded CAMHS worker. The Yot Operations Manager is due to commence training in the Police Appraisal System.

The Yot remains committed to supporting students on social work courses as well as those training in partner agencies. Throughout 2007/08, The YOT supervised two students. One second year student on an under graduate Social Work degree and the second a final year Masters student from the University of Bristol. Placements have been undertaken by trainee police officers and more recently a trainee police officer with the British Transport Police.

Throughout 2007/08 the YOT's Substance Misuse Worker has attended training surrounding sexual health and relationships and she has developed a set of resources that practitioners can draw upon and offer one to one support in this area. This has been a great success and support for young people in this area will continue into 2009.

The Yot continues to work closely with the YJB funded Prevention Project to oversee the performance of the Junior Youth Inclusion Programme.

For 2008/09, the Yot will maintain its commitment to ensuring that all staff, including volunteers, have the skills and tools to provide high quality youth justice services. To this end we will continue to provide training opportunities across the staff team, from both internal and external courses.

<b>E1.2 Identify risks to workforce development and plans to overcome the identified risks</b>				
<b>Risk</b>	<b>Action</b>	<b>Success Criteria</b>	<b>Owner</b>	<b>Deadline</b>
There are no risks anticipated in this area				
<b>E1.3 YJB risk to future delivery assessment comments</b>				

## **SECTION E2 - RISK TO FUTURE DELIVERY ASSESSMENT SUMMARY**

### **E2.1 Comments from risk to future delivery assessment from YOT management board chair**

The Yot's consistently high performance against the YJB's Performance management framework, consistently confirmed by the YJB's validation visits and further confirmed by the recent Joint Inspection clearly adjudges South Gloucestershire YOT has a high performing Yot, at both the strategic and operational levels. With the additional staff and the Joint Inspection Action Plan there are no significant risk factors to future delivery. The Yot's management board are committed to ensuring the Yot continues to perform to a high standard and to ensure the Yot receives all the support it requires to maintain its reputation as one of the best Yot's in England and Wales.

### **E2.2 YJB risk to future delivery summary comments**

<b>E2.3 Review and sign-off</b>					
<b>Name:</b>		<b>Job Title</b>		<b>Date</b>	
	Amanda Deeks		Chief Executive South Gloucestershire Council		
	Therese Gillespie		Director Department for Children & Young People		
	Penny Harris		Chief Executive South Gloucestershire PCT		
	Chief Superintendent Andy Francis		District Commander - South Gloucestershire Avon & Somerset Constabulary		
	Sally Lewis		Chief Probation Officer Avon & Somerset Probation Service		
	Steve Evans		Director South Gloucestershire Community Services		
	Peter Murphy		Director South Gloucestershire Community Care & Housing		

Section F presents YOTs with an opportunity to provide constructive feedback on the planning framework.

## **SECTION F – LESSONS LEARNT FROM COMPLETING THE YOUTH JUSTICE PLANNING TOOL**

### **F1 What were the most valuable features of the youth justice planning framework and tool?**

This is an overly elaborate, repetitive process which appears to have learnt nothing from the previous years' Youth Justice Planning process. It is longer than many other Service Plans despite the comparative smaller size of YOS in the local, regional and national context. The YJB demands huge amounts of data monthly, quarterly and annually but yet still demands that a very complex YJP be submitted which often repeats what is already known by the YJB. This is particularly true for those Yots who have recently been inspected by HMIP. Yot's who have been inspected should be exempt from having to submit a YJP for that year. The required Joint Inspection Action Plan should suffice for those Yots (along with the usual data returns).

### **F2 What could have been developed further?**

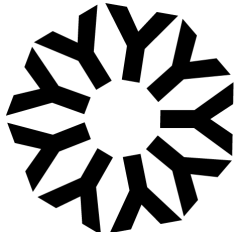
The whole planning framework could have been planned better to require a less complex document. No other department or service has a Plan which is so complex and detailed.

### **F3 What else would you like to be included in next year's youth justice planning framework?**

I would request that next year's plan is significantly reduced in size.

### **F4 Do you have any other comments?**

The old adage 'weighing the pig does not make it fatter' is one the YJB should really take on board.



APPENDIX 1

*South Gloucestershire* **IMPROVEMENT PLAN**

Report Publication Date: 3<sup>rd</sup> September 2008

<b>Recommendation</b>	<b>What will be done?</b>	<b>Who will do it?</b>	<b>Timetable for completion:</b>	<b>Review date and progress:</b>
1 Suitable and appropriate accommodation is made available to all children and young people aged 16 and 17 engaged with the YOT	The particular needs of homeless 16 and 17 year olds involved with YOT to be addressed by inclusion within the scope of a review of the Homelessness Review and Strategy 2008-11 & the Supporting People Strategy	Homelessness Review and Strategy Project Team & Supporting People Core Strategy Group	April 2009	Start October 2008  Project Initiation Document
2 Courts are enabled to give regular feedback on the quality of reports	Simple QA Feedback Form will be introduced an attached to each SSR & PSR  Quality of reports to be discussed as a standing item on Court User Group meetings	Operations Manager  Operations Manager	End of November 2008  End of November 2008	Reviewed at Court User Group meetings and Yot team meetings
3 All staff are conversant with and skilled in the use of the planning tools to record and review risk of serious harm and vulnerability	All staff to be trained in the use of the planning tool	Operations Manager	End of November 2008	On-going through supervision and YOIS checks
4 The working arrangements with social care enable practices to be consistently applied with each party	The CSS/Yot Protocol to be reviewed  YOS and CSS Service managers to meet 6 monthly to review	YOS Manager	End of January 2009  End of November 2008	CSS/Yot Protocol to be placed in register of Yot protocols and SLA

discharging their own specific responsibilities	protocol Agreed roles and responsibilities to be clearer recorded on YOIS		End of November 2008	Monitored through supervision and YOIS checks
5 All young people leaving custody have their literacy assessed within 10 days	A process will be established through the Education Service of the DCYP to ensure all young people leaving custody have their literacy assessed within 10 days	YOS Manager ELO	End of November 2008	All literacy assessments to be recorded on YOIS
6 Victims are enabled to benefit from restorative processes	Review of best practice Visit to other Yots who have significant success at engaging victims in restorative processes	Ops manager & Police Officers  Police Officers	April 09	Monitoring numbers of victims/harmed parties engaging in restorative processes.
7 Operational protocols and agreements are established and updated in a timely way	Register of Protocols and/or SLAs to be established incorporating annual review dates against each.  All protocols and SLA are reviewed annually	Evaluation and Information Officer  YOS manager	End of November 2008  All existing protocols will be reviewed by End of March 09	Annually
Name of person completing this plan: Steve Waters		Designation: YOS Manager		Date: 26 <sup>th</sup> September 2008
This Improvement Plan seeks to address the recommendations of the HM Inspectorate of Probation Joint Inspection of South Gloucestershire Yot in April 2008. The Youth Justice Board will monitor its implementation. A six monthly progress report will be presented to South Gloucestershire C&YP Senior Officer Group.				