



# **Youth Justice Plan 2008/09**

## **Sheffield Youth Offending Service**

**August 2008**

## 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 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)?

The Youth Offending Service in Sheffield has been operational for nine years and this is Sheffield's tenth Youth Justice Plan. The Plan reports on the Service's successes in preventing young people's offending and looks ahead to how this work will continue to be supported, developed and monitored by the Local Authority, in partnership with the Police, Probation and Health Services and other significant partners. The Plan is informed by the views of young people, practitioners and partner agencies and includes ideas for strengthening the effectiveness of youth justice services

Youth Justice services are a key component of services for all children and young people and parents and carers living in this area, as set out in the local Children and Young People's Plan. Work with young people at risk of offending and re-offending is also a major strand of the local Safer Community Partnership's work of further reducing crime and anti-social behaviour, as described in the Community Safety Strategy. The Youth Offending Service and its partners' work with those at risk of offending, their parents and carers and their victims and will support better outcomes for children and contribute towards the establishment of a safer environment for everyone.

The Youth Offending Service provides a range of statutory and preventative services for children and young people aged 8-18 who have been involved in anti-social behaviour, admitted a criminal offence to Police or been charged to appear in Court. The team also works closely with parents of young people to support them in developing their parenting style and offers services to victims of youth crime. Further information about Sheffield Youth Offending Service, including opportunities to participate in its work, can be obtained from its website: [www.sheffield-yos.org.uk](http://www.sheffield-yos.org.uk)

In the last year, the Service has continued its focus on prevention and early intervention as a key priority and on the links with Safer Neighbourhoods and Service Districts. The Service has also strengthened its participation in a range of operational and strategic partnerships across the Authority and beyond. The Service has continued to perform well against its family of YOTs, the Yorkshire and Humberside region and the national averages. It reflects the hard work of members of the Service and the wider partnership.

The YOS has in 2008 as part of the Children's and Young Peoples Directorate received the Charter Mark award for customer standards and service, it received strong plaudits for the work on the summer college and continued the good work as a national example of good practice in relation to its Intensive Reading Programme.

The YOS operates under the YJB performance system at level 3 (where 5 is the highest) with a score of 68.1%; this is slightly below the average for its family (71%) but ahead of the region (65.2%). Looking more closely at the constituent areas making up this overall performance level, Sheffield's

performance against the key performance indicators is slightly better than the average for its family and better than the average for the region and for England & Wales. Its performance in terms of National Standards compliance is at level 5, slightly above the average for its family, but well above the average for the region and England & Wales as a whole.

Until now Effective Practice Quality Assurance (EPQA) performance has been relatively modest with a score of 68.7% as against a family average of 82.5% and regional average of 72.3%. However, these figures do not include the results of the latest review of EPQA for Mental Health and Substance Misuse where there has been improvement in practice over the last 2 years.

The YOS made the following progress against the priorities that were set for **2007/08**:

#### **Improving outcomes for children and young people**

- Education Training and Employment** – The YOS continued its joint work with Sheffield Futures (Connexions) towards the 90% target for ETE, achieving a whole year total of 82.5% which is a really good performance against this very demanding target.
- Participation** – The YOS continued to consult young people and their parents and carers about the service that we provide, under the Voice and Influence programme. These results are shared with young people and where possible the service acts on recommendations put forward.
- Parenting** – The YOS has continued the development of parenting within the service through the new resources from the Respect funding for a further parenting worker and for home visiting. We have continued to be an active partner in the city wide parenting strategy.
- Looked After and Adopted Children** – The YOS has worked with partners in residential services to reduce the offending rates of Looked After Children in Sheffield through the development of a protocol with South Yorkshire Police and the Crown Prosecution Service and through supporting a restorative justice approach within Children's homes within the city.
- Accommodation Strategy** – The YOS has not been able to aid the development of increased local provision as hoped over the past year and this area remains a local priority as we look towards ensuring that all young people in the youth justice system have access to suitable accommodation

#### **Improving outcomes for communities**

- Realignment of Service Delivery Around Risk** – The YOS has continued the redesign of service delivery to ensure resources are focused around those young people presenting the greatest level of risk and criminogenic need.
- Youth Crime Prevention Strategy** – The YOS links into communities and neighbourhood working through service districts and safer neighbourhood teams have been developed through the use of PAYP funding in Service Districts to commission activities and to develop the effective targeting of young people at risk of offending and anti-social behaviour to reduce the numbers of first time entrants into the criminal justice system.
- Community Payback** - This last year has seen further development of the YOS reparation work and its linkages with local communities, and a focus on publicising the good work that is undertaken by young people on reparation.
- Restorative Justice/Victim Work** - The YOS has continued a focus on developing restorative justice across the whole of the YOS, so that it is an integral part of all the work we do with young offenders, and on building on the service that we provide to victims in the city.

#### **Continuous improvement of the Youth Offending Service**

- Quality Assurance** – The past year has seen a new structure for YOS management meetings throughout the year with a focus on the auditing of aspects of practice. Key areas include Assessment, Supervision Planning, Safeguarding and risk management

- YOS Programmes of Intervention** – The YOS has continued development of programmes within the service by the commissioning of a core groupwork programme 'offending is not the only choice' and a rolling programme of victim awareness work.
- Mobile Working** - Using the YJB capital grant the YOS has been able to develop the mobile working capabilities of staff to work effectively in a range of different settings.

### **Service Priorities 2008/09**

#### **Youth Rehabilitation Orders (YRO's)**

To ensure that the YOS is ready for the introduction of YRO's when the new Criminal Justice and Immigration Act comes into force later in the year.

To develop the portfolio of programmes within the service in order to provide a menu of community options to the Youth Court for attachment to a YRO.

The service is building on the existing contract with Remedi, who provide restorative justice programmes, reparation and victim contact, to deliver accredited programmes 'Offending is not the only choice' and 'Violence free relationships' on a 24 week rolling programme to ISSP young people, with a view to providing these programmes as an option for YROs. There is already a broad choice of reparation placements in the community for young people on court orders.

The supervision team are planning a drop-in for young people on community sentences with access to health, substance misuse, accommodation and Connexions advisors, and a post has been established to coordinate programmes for the development of YROs.

#### **Scaled Approach to Youth Justice / Risk Management**

To continue the realignment of the service around risk, so that Service resources are prioritised around those young people presenting the greatest risk of re-offending and harm, the service has realigned the community sentence, ISSP and custody work to create 3 teams, the supervision team will deliver YROs from April 2009, the ISSP team will deliver the ISSP programme, bail ISSP and bail support, and the custody team will deliver RAP, remand visits, throughcare and resettlement. Risk training will be delivered to all practitioners and managers in October 2008 and a risk policy is in the process of implementation. The YJB have reviewed the risk panel process in Sheffield and found it to be an effective model of identifying and managing risk of harm and vulnerability.

#### **ASSET Quality**

In line with the national YJB priority around increasing the quality of ASSET assessment, the YOS has developed an internal ASSET Quality assurance action plan. This will be implemented and monitored over the course of the year. A sample of 30 assets is audited on a quarterly basis by a group of practitioners and managers and the results are reported to the YOS Management Board. All new staff receive ASSET training as part of their induction and training will be rolled out to all staff following the training the trainers course later this year.

#### **Accommodation Strategy**

To develop the YOS accommodation strategy and action plan in line with YJB guidance to ensure that the service meets the needs of young people with accommodation needs.

To ensure that the needs of young people being released from custody are identified early, in order to improve resettlement.

The strategy includes an inter-agency protocol to prioritise the needs of the most difficult to place young people and help ensure that their accommodation needs are appropriately met with support provided by the agencies concerned. A negotiation on prioritising families for re-housing who

are affected by young people's involvement in gang activity is taking place between Housing Solutions and the YOS as part of the gang strategy. The Service is represented on the Supporting People Implementation Group and is influencing the agenda for young people's accommodation needs. A Supported Lodgings Scheme is to be funded this year by Supporting People and an increase in direct access hostel bed spaces for 16 and 17 years olds and dispersed housing has also been agreed. One of the providers is working in partnership with the YOS to guarantee 2 interim beds for young people released from custody until permanent accommodation is found.

### **Social Work role**

To develop the social work function within the service by creating a dedicated team to continue the remand fostering service and to provide child in need assessments for children in custody. Negotiations with the unions and Children's services to establish this provision are underway. The team of 3 practitioners and a manager will deal with remands to the Local Authority and fulfil the LAC responsibilities for secure remands, have an established operational link to Children's Services and lead on the CIN assessments for young people known to the YOS.

### **Safeguarding**

To ensure that Safeguarding is a key aspect of all elements of service delivery, to prioritise safeguarding training for all new staff and to ensure that all staff go through a planned refresher training programme. The service is still developing a consistent practice of logging cases onto SafetyNET and using the interagency meeting structure, acting as lead professional in cases where risks have been identified, for example sex offender cases or cases referred to MAPPA. IT links with Contact Point and CareWorks need to be established to ensure efficient information sharing procedures.

### **Gang Prevention strategy**

To create a gang prevention team to focus on 'at risk' young people who are in danger of being drawn into organized criminal gang activity, to support the wider work around the prevention of gangs and gang culture through the commissioning of diversionary activities to targeted young people. A manager, 2 YOS officers and 2 staff from Sheffield Futures have been seconded into the team with a Police Inspector. Links with the community in targeted areas have been established and referrals are being made to the Targeted Youth Support team.

### **Community based working**

To increase the visibility of the YOS through greater engagement with local communities and to explore the opportunities for delivery of services within communities and tailored around local need. The service provides prevention and reparation activities through engagement with local communities and Safer Neighbourhood Areas. The YOS has been involved in local 'Weeks of action' lead by the Police and Local Authority in targeted communities to reduce youth nuisance and crime. The prevention service are currently delivering through a north and south team based in localities and the referral order team are planning to relocate from the central office to deliver in the north and south of the city, holding more panels in the community. The Liberal Democrat council are planning to establish Community Justice Panels based on the Youth Offender Panel model and we are working with local councillors to help facilitate these developments. Links will also be made with the Youth Court.

### **Ethnicity**

To develop a plan of action for addressing the disproportionality of BME young people in certain parts of the service. To work with partners and local community organizations around preventing BME young men from 'fast tracking' into the criminal justice system. The service has developed and piloted a programme for BME young people.

### **Targeted Youth Support**

To work with local partners around developing services for vulnerable young people within the city, in accordance with the national focus on Targeted Youth Support. The service has obtained 3 years 'Challenge and Support' funding to work with young people on ABCs and help reduce the risk of further ASBO proceedings or entry into the justice system. The service is working in partnership with Sheffield Futures to provide locality based provision for young people identified as at risk, prioritising those known to the police to be involved with gang activity.



**Andy Peadar**  
**Head of Service**  
**Sheffield Youth Offending Service**

## 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.**

Sheffield YOS agreed a standstill budget for 2008/09 with partners, in line with the corporate city council position on local authority financial commitments and because of pressures on partner budgets. This is likely to be the case in the next two years.

The YOS has agreed a funding formula with local statutory partners so that the proportions of the YOS budget contributed by each local partner are in the following proportions:

- Local Authority Children's Service - 60%
- Police - 15%,
- Probation - 15%
- Health - 10%.

Apart from the general grant paid to Sheffield YOS, the Youth Justice Board provided several specific grants:

- Resettlement and Aftercare Provision (RAP) Grant
- Intensive Supervision and Surveillance Programme (ISSP) Grant paid to the consortium of the four South Yorkshire Youth Offending Services
- Youth Crime Prevention Grant
- Named Drug Worker Grant
- Capital Restructure Grant

The YOS received funding from the Children's Fund, Connexions and from the CDRP (through Basic Command Unit funding), the Safer and Stronger Communities fund and Trailblazer plus funding to support the preventative provision within the city. 2007/08 saw the addition of the PAYP funding from the LAA to support the youth crime prevention strategy in the city

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

A standstill budget obviously brings significant risks to service delivery, the YOS has a very young staff group in the main and there are increments and annual wage increases to cover in the next two years which will have an impact on resources available elsewhere. The budget was set against a backdrop of pressures against all statutory partners which impacts on the ability of partners to meet any shortfalls

Increased fuel costs will have an impact on running costs to YOS re trips to institutions and costs of Escort services. Additional impact on practice in relation to use of own transport for home visiting requirements. Increased energy costs across the Service will also require reconfiguring of budget commitments to meet additional demand.

The Area based grant brings risks as well as opportunities for further funding, strong business cases will need to be prepared for continuation of funding streams within the ABG

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

| Risk                 | Action  | Success Criteria   | Owner | Deadline |
|----------------------|---|--|-------|----------|
| Standstill budget    | Re-profiling of YOS budget to try and meet requirements<br>Identification of efficiency savings                             | Savings identified and satisfactory budget profile adopted       | AP    | Nov 2008 |
| Increased fuel costs | Re-configuring of budget commitments to meet additional demand. Increased use of cost effective initiative such as Web Link | Satisfactory budget profile adopted<br>increased use of Web link | AP    | Nov 2008 |
| Area based grant     | Preparation of strong business cases for continuation of funding  | Business case prepared and submitted                             | AP    | Nov 2008 |

## B3 YJB risk to future delivery assessment comments

| <b>B4 Youth offending team budget sources for the financial year 2008/09</b> |                  |                  |                       |                  |
|--|------------------|------------------|-----------------------|------------------|
| Agency   | Staffing Costs   | Payments in Kind | Other Delegated Funds | Total            |
| Police   | <b>181,000</b>   | <b>133,000</b>   |                       | <b>314,000</b>   |
| Probation  | <b>174,000</b>   | <b>140,000</b>   |                       | <b>314,000</b>   |
| Health   | <b>32,000</b>    | <b>178,000</b>   |                       | <b>210,000</b>   |
| Local Authority  | <b>1,552,000</b> | <b>(295,000)</b> |                       | <b>1,257,000</b> |
| YJB  |                  |                  | <b>1,459,615</b>      | <b>1,459,615</b> |
| Other  |                  |                  | <b>1,686,682</b>      | <b>1,686,682</b> |
| <b>Total</b>   |                  |                  |                       | <b>5,241,297</b> |

| <b>B5 Services planned for the financial year 2008/09</b> |                  |              |
|---|------------------|--------------|
| Core Activity   | Total Budget (£) | Any Comments |
| Preventive services                                       | <b>2,614,091</b> |              |
| PACE  | <b>70,158</b>    |              |
| Pre-Court   | <b>345,436</b>   |              |
| Remand  | <b>365,394</b>   |              |
| Court   | <b>494,416</b>   |              |
| Community   | <b>646,036</b>   |              |
| Custody   | <b>638,766</b>   |              |
| Miscellaneous   | <b>67,000</b>    |              |
| Other   |                  |              |
| <b>Total</b>  | <b>5,241,297</b> |              |

| <b>B6 Probation Contributions</b> |   |                           |  |  |                  |
|-----------------------------------|---|---------------------------|--|--|------------------|
| <b>Cash Contribution</b>          | <b>Payments in kind 1<br/>excluding staff</b> |                           | <b>Payments in kind 2<br/>staffing</b>       |  | <b>TOTAL (£)</b> |
|                                   | <b>Item</b>                                   | <b>Cash Value<br/>(£)</b> | <b>Grade and<br/>Number</b>                  | <b>Cash Value<br/>(£)<br/>including<br/>on costs</b> |                  |
| <b>133,000</b>                    |   |                           | <b>Probation<br/>Officer x 3</b>             | <b>181,000</b>                                       | <b>314,000</b>   |
|                                   |   |                           | <b>Probation<br/>Service<br/>Officer x 1</b> |  |                  |

| <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 |           |         |           |       |
| <b>Permanent</b>   |                   | 1  |                    | 10 | 31           | 33 | 6              | 12 | 20        |         | 49        |       |
| <b>Fixed Term</b>  |                   | 1  |                    | 2  | 3            | 10 |                | 6  |           |         |           |       |
| Outsourced   |                   |    |                    |    |              |    |                |    |           |         |           |       |
| Temporary  |                   |    |                    |    | 1            | 3  |                |    |           |         |           |       |
| Vacant   |                   |    |                    |    |              |    |                |    |           |         |           |       |
| Children   |                   |    |                    |    |              |    |                |    |           |         |           |       |
| Police   |                   |    |                    | 1  | 1            | 3  |                |    |           |         |           |       |
| Health   |                   |    |                    | 1  |              | 3  | 1              |    |           |         |           |       |
| Education  |                   |    |                    |    |              |    |                |    |           |         |           |       |
| Connexions   |                   |    |                    |    | 1            | 1  |                |    |           |         |           |       |
| Other  |                   |    |                    | 1  |              | 15 |                | 2  |           |         |           |       |
| <b>TOTAL</b>   |                   | 2  |                    | 15 | 37           | 68 | 7              | 20 | 20        |         | 49        | 218   |

| <b>B8 Staff in the youth offending team by gender and ethnicity based on census 2001 categories</b> |                          |          |                           |          |                     |          |                       |          |                  |          |                |          |                  |          |              |          |
|---|--------------------------|----------|---------------------------|----------|---------------------|----------|-----------------------|----------|------------------|----------|----------------|----------|------------------|----------|--------------|----------|
|   | <b>Strategic Manager</b> |          | <b>Operations Manager</b> |          | <b>Practitioner</b> |          | <b>Administration</b> |          | <b>Sessional</b> |          | <b>Student</b> |          | <b>Volunteer</b> |          | <b>Total</b> |          |
|   | <b>M</b>                 | <b>F</b> | <b>M</b>                  | <b>F</b> | <b>M</b>            | <b>F</b> | <b>M</b>              | <b>F</b> | <b>M</b>         | <b>F</b> | <b>M</b>       | <b>F</b> | <b>M</b>         | <b>F</b> | <b>M</b>     | <b>F</b> |
| <b>White British</b>  | 2                        |          | 7                         | 6        | 30                  | 58       | 6                     | 17       | 13               | 3        |                |          | 13               | 28       |              |          |
| <b>White Irish</b>  |                          |          |                           |          | 3                   |          |                       |          |                  |          |                |          |                  |          |              |          |
| <b>Other white</b>  |                          |          |                           |          | 1                   | 1        |                       | 2        |                  |          |                |          |                  | 2        |              |          |
| <b>White and Black Caribbean</b>  |                          |          |                           |          | 1                   |          |                       |          |                  |          |                |          |                  |          |              |          |
| <b>White and Black African</b>  |                          |          |                           |          |                     |          |                       |          |                  |          |                |          | 1                |          |              |          |
| <b>White and Asian</b>  |                          |          |                           |          |                     |          |                       | 1        |                  |          |                |          |                  | 1        |              |          |
| <b>Other Mixed</b>  |                          |          | 1                         |          |                     |          |                       |          |                  |          |                |          |                  |          |              |          |
| <b>Indian</b>   |                          |          |                           |          |                     |          |                       |          |                  |          |                |          |                  |          |              |          |
| <b>Pakistani</b>  |                          |          |                           |          |                     |          |                       |          |                  |          |                |          |                  | 1        |              |          |
| <b>Bangladeshi</b>  |                          |          |                           |          |                     |          |                       |          |                  |          |                |          |                  |          |              |          |
| <b>Other Asian</b>  |                          |          |                           |          | 4                   | 2        |                       |          | 2                |          |                |          |                  |          |              |          |
| <b>Caribbean</b>  |                          |          |                           |          |                     |          |                       |          |                  |          |                |          | 1                | 1        |              |          |
| <b>African</b>  |                          |          |                           |          |                     |          |                       |          |                  |          |                |          |                  |          |              |          |
| <b>Other Black</b>  |                          |          | 1                         |          | 3                   | 2        |                       | 1        | 2                |          |                |          | 1                |          |              |          |
| <b>Chinese</b>  |                          |          |                           |          |                     |          |                       |          |                  |          |                |          |                  |          |              |          |
| <b>Other ethnic group</b>   |                          |          |                           |          |                     |          |                       |          |                  |          |                |          |                  |          |              |          |
| <b>Not given</b>  |                          |          |                           |          |                     |          |                       |          |                  |          |                |          |                  |          |              |          |
| <b>Total</b>  | 2                        |          | 9                         | 6        | 41                  | 64       | 6                     | 21       | 17               | 3        |                |          | 16               | 33       |              | 218      |
| <b>Welsh Speakers</b>   |                          |          |                           |          |                     |          |                       |          |                  |          |                |          |                  |          |              |          |

## 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**

The FTE target has been identified as one of the top 35 improvement targets in Sheffield's Local Area Agreement and, in 2007/08, a total of 1049 children and young people entered the youth justice system for the first time. Over the last two years, Sheffield has achieved the Youth Justice Board's reduction of 5% and this is despite the obvious difficulties in meeting the target as a direct result of the Offences Brought to Justice Target (OBTJ).

In order to achieve the recently negotiated 3% year on year reduction (until 2011), the Prevention Team is using the YJB throughput formula to calculate the number of young people who should be engaged in a targeted youth crime prevention programme. Also, to ensure that the Prevention Team is identifying and engaging those children and young people who present the greatest risk in terms of offending/anti-social behaviour, recorded information relating to both FTEs and referrals to the Prevention Team will be analysed and shared with partner agencies on a quarterly basis (from April 2008).

Therefore, a detailed profile of the first time youth offender in Sheffield will emerge. It will include their age/gender/ethnicity, the Service District/Safer Neighbourhood Area in which they live, offence type, date/time/day of offence, FTE status/ETE provision (inc. school attending/attendance rate) and any aggravating factors.

This information will be presented in terms of a citywide overview or can also be considered in the context of a Service District or specific Safer Neighbourhood Area. The resulting identification of any trends or hotspots can then be more effectively targeted through a joined up, partnership approach. Additionally, referrals to the team will be closely monitored so that (a) there are sufficient numbers to fulfil the YJB's throughput formula and (b) the type of child or young person referred matches the profile, especially in terms of ethnicity, that has been identified in the FTE analysis.

Children and young people who are subject to Acceptable Behaviour Contracts (ABCs) are often the same client group who also meet the criteria for the Prevention Team. In the past, many children and young people behaving in an anti-social manner who have not been offered appropriate interventions. However, the new Youth Taskforce funded Challenge and Support Project will be closely aligned with the Prevention Team and there will also be improved links with South Yorkshire Police and Sheffield Homes. As a result, any children or young people subject to anti-social behaviour enforcement measures will be offered a complementary package of support. It is anticipated that this approach will significantly improve the ability of the team to further reduce the number of FTEs.

| <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> |
| integrity of First Time Entrant data.   | Work with South Yorkshire Police to ensure effective systems are implemented so that all information relating to First Time Entrants is both accurate and conveyed to the Youth Offending Service in a timely fashion.                             | The ability to demonstrate that the data held by South Yorkshire Police and Sheffield Youth Offending Service is consistently accurate. | Youth Crime Prevention Manager | Sept 2008       |
| Lack of appropriate referrals/interventions (including the number of BME referrals).                                | Utilise the available FTE data to better inform the nature and location of interventions. Develop strategies to raise the profile of the team amongst partner agencies (including the delivery of training events in relation to youth crime/asb). | A greater number of appropriate referrals being received from a wider range of agencies.  | Youth Crime Prevention Manager | December 2008   |
| Increased referrals may place greater demands on capacity.  | Review current practice within the team and impose tighter timescales/structures so that the majority of young people are worked with for a maximum of six months before being exited to mainstream services.                                      | An increase in the number of positive outcomes for more children and young people.  | Youth Crime Prevention Manager | December 2008   |
| <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> |
| Assessment skills   | Prevention Team case holders   | Ensure that all case holders undertake training in relation to the ONSET assessment tool.   | Youth Crime Prevention Manager | September 2008  |
| Recording standards   | Prevention Team case holders   | Ensure that all case holders undertake training in relation to recording standards.   | Youth Crime Prevention Manager | December 2008   |
| <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

The YJB has changed the reduce reoffending measure from 07/08 onwards, as a result of this there is no new data set for 2007/08 and accordingly the data from 2006/07 is reproduced below:

Reduction in re-offending is the core business of the YOS and is dependent on good quality assessments of criminogenic need, availability of an appropriate range of resources to meet the identified need, systems to ensure take up of those resources by the young people themselves and speedy action to deal with those who fail to comply with their orders and are therefore at greater risk of re-offending.

The YOS has been very successful in terms of the numbers of young people that it has supervised under the Intensive Supervision and Surveillance Programme (ISSP) and the team has considerably exceeded their targets for engagement and has made significant inroads with a number of young offenders in terms of providing stability and structure to sometimes very chaotic lives. Success rates on this very demanding programme mirror the National figures at around a 50% success rate; however we feel that this represents a significant achievement in working with some of the most difficult and damaged young people in such an intensive and demanding respect.

The YOS is very aware that the limited resources available need to be targeted accurately and prioritised in relation to risk. This is reinforced by the Priority and Prolific Offender Strategy. As part of this strategy, the YOS has identified its priority group for Youth Justice Interventions and we have introduced a 'risk panel' to ensure that this group receive a 'premium service' from the YOS and from other partner agencies following the end of statutory involvement with the YOS. The panel also ensures a formal review process for Risk Assessment and Management to ensure that the principle of resources being allocated to risk applies across the board.

We are particularly aware of the need to develop the range of programme work aimed at addressing offending behaviour; this is especially so for the significant numbers of Black Minority Ethnic young people that we have in parts of the service.

The YOS is very aware of the important role of parents in reducing re-offending and is committed to continuing to develop our work with parents of offenders.

The recidivism data shows between a 3% and 7% reduction in reoffending across all the 4 tiers within the cohort, when compared with the previous years figure.

### Sheffield Youth Offending Service Recidivism Data - 2004/2006

| <b>2003 cohort 12 months</b> |           |                     | Cohort Numbers | Number Reoffending | % Reoffending | Serious | Frequency |
|------------------------------|-----------|---------------------|----------------|--------------------|---------------|---------|-----------|
| Yorkshire                    | Sheffield | Pre Court           | 246            | 69                 | 28%           | 54      | 53        |
| Yorkshire                    | Sheffield | First Tier          | 145            | 69                 | 48%           | 47      | 41        |
| Yorkshire                    | Sheffield | Community Penalties | 74             | 58                 | 78%           | 34      | 24        |
| Yorkshire                    | Sheffield | Custody             | 16             | 7                  | 44%           | 4       | 2         |
|                              |           |                     | <b>481</b>     | <b>203</b>         |               |         |           |
| <b>2004 cohort 12 months</b> |           |                     | Cohort Numbers | Number Reoffending | % Reoffending | Serious | Frequency |
| Yorkshire                    | Sheffield | Pre Court           | 270            | 68                 | 25%           | 59      | 58        |
| Yorkshire                    | Sheffield | First Tier          | 56             | 30                 | 54%           | 18      | 14        |
| Yorkshire                    | Sheffield | Community Penalties | 48             | 33                 | 69%           | 22      | 12        |
| Yorkshire                    | Sheffield | Custody             | 6              | 4                  | 67%           | 2       | 1         |
|                              |           |                     | <b>380</b>     | <b>135</b>         |               |         |           |
| <b>2005 cohort 12 months</b> |           |                     | Cohort Numbers | Number Reoffending | % Reoffending | Serious | Frequency |
| Yorkshire                    | Sheffield | Pre Court           | 330            | 71                 | 22%           | 59      | 58        |
| Yorkshire                    | Sheffield | First Tier          | 149            | 76                 | 51%           | 39      | 23        |
| Yorkshire                    | Sheffield | Community Penalties | 84             | 52                 | 62%           | 23      | 13        |
| Yorkshire                    | Sheffield | Custody             | 10             | 6                  | 60%           | 2       | 1         |
|                              |           |                     | <b>573</b>     | <b>205</b>         |               |         |           |
| <b>2006 cohort 12 months</b> |           |                     | Cohort Numbers | Number Reoffending | % Reoffending | Serious | Frequency |
| Yorkshire                    | Sheffield | Pre Court           | 281            |                    | 0%            |         |           |
| Yorkshire                    | Sheffield | First Tier          | 159            |                    | 0%            |         |           |
| Yorkshire                    | Sheffield | Community Penalties | 68             |                    | 0%            |         |           |
| Yorkshire                    | Sheffield | Custody             | 12             |                    | 0%            |         |           |
|                              |           |                     | <b>520</b>     | <b>0</b>           |               |         |           |

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

| Risk  | Action   | Success Criteria   | Owner                         | Deadline |
|---|--|--|-------------------------------|----------|
| The YOS is aware that limited resources need to be targeted accurately and prioritised in relation to risk. This is reinforced by the Priority and Prolific Offender Strategy.  | YOS has identified its priority Deter group for Youth Justice Interventions and this group receive a 'premium service' from the YOS and from other partner agencies following the end of statutory involvement with the YOS. | Reoffending rates of Deter Group   | TG / PPO group                | Jan 09   |
| We are particularly aware of the need to develop the range of programme work aimed at addressing offending behaviour; this is especially so for the significant numbers of Black Minority Ethnic young people that we have in parts of the service. | Revisit BME group and explore alternative options for delivery for this cohort group   | Reduction in numbers of BME young offenders in high tariff disposals and reoffending rates | Carol Fordham/<br>Tim Galton/ | Jan 09   |

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

| Skills to Develop  | Target Group               | Action   | Owner                         | Deadline |
|--|----------------------------|--|-------------------------------|----------|
| Assessment skills relating to risk and targeting of resources. | All YOS practitioner staff | Develop and deliver training around APIS KEEP.                                   | Carol Fordham/<br>Tim Galton/ | Dec 08   |
| Group Working Skills   | YOS practitioners          | Source appropriate training for both structured and semi structured groupworking | Carol Fordham /<br>Tim Galton | Dec 08   |

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

|  |
|--|
|  |
|--|

## 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**

The YOS works hard at reducing the use of custody within Sheffield and has worked closely with the Court to try and ensure custody is only used as a last resort. The YOS will seek to consolidate and explore this focus in the coming year through the following:-

(1) Strengthening Alternatives - The main alternative to custody Intensive Supervision and Surveillance Programme (ISSP) is being strengthened with a more cohesive approach to programmes aimed at reducing offending behaviour. Following withdrawal from the South Yorkshire consortium, Sheffield ISSP will be accountable to the YOS Management Board alongside all other aspects of YOS work. The ISSP team will work closely with the new Resettlement Team and the Supervision Team in a new structure that reflects a scaled, risk led approach. We have commissioned REMEDI to provide a series of cohesive programmes aimed at addressing a wide range of issues. South Yorkshire ISSP in 07/08 had a 63% completion rate compared to the national average of 57.6% and 23% of PSR's proposing ISSP were rejected by the court compared to a national average of 37%. It is our intention to continue with this upward trend and improve on these results.

(2) Promoting Compliance – One of the worrying trends identified in custody analysis is the number of young people sentenced to short custodial sentences for persistent non-compliance rather than prolific or serious offending. A number of ideas will be piloted including compliance certificates and incentives such as a gradual reduction in reporting based on compliance and level of risk. We are also recommending the greater use of reparation hours as a sanction for non-compliance rather than the revocation of orders and resentencing, or the recall to custody of young people.

(3) Quality Reports – The PSR gatekeeping tool will be more widely used and particular emphasis will be placed on the negative effects of custody and a realistic community alternative proposed. The ISSP court report will be reviewed and become more tailored for each case rather than being a generic statement on the requirements of ISSP. Details of the proposed intervention plan will also be contained in this report. A quarterly analysis will take place of all new custody cases to check that every possible effort was made to propose a suitable alternative to custody and to take on board any lessons learned. PSR training will also take place to ensure all officers are producing quality reports that reflect the diversity of young people.

(4) Tariff Reduction – More emphasis should be placed on revocation for orders that are being completed successfully and we are moving to presumptive revocation for 12 month supervision orders where ISSP is completed for the first six months. We are also re-evaluating the current running of the low intensity section of ISSP to lessen requirements that are currently more onerous than National Standards dictate.

All the changes planned will be communicated with sentencers and analysis of custody cases will be fed back to the Courts.

The YOS will soon be launching an accommodation strategy with the lynchpin being an inter-agency protocol with partner agencies which will hopefully tackle the issue we have had with young people being sentenced to custody due to lack of suitable accommodation in the community. We will have access to 2 resettlement bed spaces and also supported lodgings.

| <b>C3.2 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> |
| Numbers of BME young people going into custody are disproportionate.  | Review race equality action plan  | Plan reviewed and updated on a regular basis.       | Tim Galton                    | Dec 08          |
| Maintain confidence of the Magistrates Court  | Ensure information from custody reviews are presented to Sentencers on a regular basis. | Sentencers informed and statistics show a reduction | Dave Cohen /<br>Clare Gibson  | Dec 08          |
| <b>C3.3 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> |
| PSR writing & assessment  | PSR writers & case holding officers   | PSR & Asset training for staff                      | Clare Gibson/Suzanne Whiteley | Sept 08         |
| <b>C3.4 YJB risk to future delivery assessment comments</b>   |   |   |                               |                 |
|   |   |   |                               |                 |

## **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**

Sheffield YOS has recently written a comprehensive Risk Policy in line with YJB guidance. This policy has been presented to and signed off by the YOS management board. In order that the Risk Policy is implemented within an identified timeframe a Project Implementation Group (PIG) has been set up. Managers from across the YOS (including the prevention service) and police secondees make up this group. This is to ensure that risk management is considered a YOS wide issue and not just the domain of those working with higher risk cases. This group has written a Risk Police Action Plan, which identifies tasks, owners, and timescales.

The policy includes a regular Risk Panel meeting (fortnightly), panel members include a police officer, a Probation Officer, a Connexions worker, a mental health nurse and an accommodation officer. The police officer supplies the panel with intelligence to help in the formulation of robust and defensible risk management plans.

All the following are referred to the panel: young people with ROSHs at high or above, all those young people being released from custody, all those young people that are highly vulnerable, all sex offenders and all those young people that are of cause for serious concern .

The cases are discussed and a Risk management Plan is agreed based on patterns of behaviour, previous offences, known risk indicators and police intelligence that both meets the young persons needs and manages the risk they present in a defensible manner. Case holders are required to attend with their cases having previously submitted a comprehensive referral form. Timescales for reviewing these Risk Management Plans are laid down at each panel

The Project Implementation Group has also identified a cohort of deter PPOs that will receive a "premium service" both in terms of needs being identified and met and in terms of robust enforcement. A reviewing system has been developed that on a monthly basis reviews the status of PPOs and registers new ones and de-registers those no longer deemed appropriate. The YOS has excellent links with the MAPPA unit and the MAPPA manager has delivered two days of training to all YOS staff around issues of high-risk offenders and the MAPPA process. The YOS has gone from a position where the approach to risk management was ad hoc and inconsistent. Criticism had been levelled in LMRs that ROSHs were not always completed when clearly the criteria had been met and that the interface between the supervision team and the ISSP team was weak and that therefore decisions made about licence conditions were inconsistent. All these decisions are now made through the Risk Panel. A manager has been identified to have a lead on Risk Management and a consultant has been employed to assist the development of the policy and it's implementation.

#### C4.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

| Risk   | Action   | Success Criteria   | Owner                      | Deadline |
|--|--|--|----------------------------|----------|
| Risks are around staff knowledge and training. | To develop and deliver a training programme around Risk Management. Also to attend team meetings to highlight the issues and processes relating to successful risk management. | The delivery of training around the risk management process to all staff across the service. | Tim Galton and Steve Shean | Dec 08   |

#### C4.3 Identify workforce development plans to overcome the risks to continuous improvement

| Skills to Develop   | Target Group  | Action   | Owner                                       | Deadline |
|---|---------------|--|---|----------|
| Assessment skills relating to risk. Defensible decision making. Risk management planning. | All YOS staff | Develop and deliver training programmes for both use of Asset and Risk management. | Suzanne Whiteley/<br>Tim Galton/Steve Shean | Dec 08   |

#### C4.4 YJB risk to future delivery assessment comments

|  |
|--|
|  |
|--|

## 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 YOS Manager is part of the Operational Executive for safeguarding children, on which all the partners are represented at senior officer level, contributing to a joined up strategy for safeguarding for the city. Sheffield is a pilot area for the Common Assessment Framework (CAF) and SafetyNET (Contact Point). Lead managers from the partnership have met together regularly over the last 2 years to develop the pilot. The YOS was one of the first agencies to train all staff in use of SafetyNET, CAF and the role of lead professional. All practitioners are required to enter their involvement with young people on SafetyNET, however practice is not consistent, which is a concern that needs to be addressed through training.

Staff are aware of child protection procedures and have access to an advice line to discuss concerns before making referrals. Practitioners engage with the Child in Need and Interagency meeting procedures to address concerns about the child that extend beyond the remit of this service, or to meet existing needs once the involvement of this service comes to an end. Referrals are made to other agencies at Tier 2 using CAF, and referrals are received from other agencies to the prevention service using the CAF. All new staff receive safeguarding training as part of their induction and the service is in the process of commissioning refresher training for all practitioners, every 2 years to ensure that skills and knowledge are kept up to date as procedures change and develop.

The YOS internal risk and vulnerability management procedures, exchange of intelligence with the police and involvement with the sexual exploitation group, where information is shared with partner agencies all contribute to safeguarding children within the city.

### C5.3 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

| Risk   | Action  | Success Criteria  | Owner         | Deadline |
|--|---|---|---------------|----------|
| The drive to ensure consistent good practice between agencies and exchange of information through Contact Point reduces when the pilot status, and associated resources comes to an end. | Monitor practice within the organisation to ensure that staff are continuing to follow the procedures. Maintain strong links with partner agencies through the Operational Executive and enhance operational links with Police, Health and Children's Services. | All staff are following the procedures and information is routinely shared to improve safeguarding. | Carol Fordham | Ongoing  |

| <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> |
| The drive to ensure consistent good practice between agencies and exchange of information through Contact Point reduces when the pilot status, and associated resources comes to an end. | Practitioners and managers | Continue to ensure that safeguarding training is part of the induction training for new staff and that all staff are trained every 2 years. | Carol Fordham/<br>Kate Middleton | Ongoing         |
| <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

The YOS has worked in partnership to improve public confidence with a range of other agencies, e.g. CDRP's, SNT's, Service Districts and also has strong links with the South Yorkshire MAPPA and PPO Strategies.

There is strong representation on the Local Criminal justice board locally, and substantial work on this agenda has been done through this board. The LCJB Communications sub-group (with YOS representation) developed a number of objectives as a result of the Public Confidence Research carried out in 2007. These were; address the fear of crime and allay misconceptions of the CJS in South Yorkshire; highlight how the CJS works together in SY, who it includes and what our priorities are; focus attention on addressing the main concerns highlighted in the research

1. Victim and Witness care
2. Anti Social Behaviour
3. Sentencing
4. Community Punishment
5. Youth Crime
6. Re-offending.

There have been a large number of community consultations on these issues over the past year.

The YOS has contributed to a number of Weeks of Action in various neighbourhoods of Sheffield including Manor and Arbourthorne. We have developed links with community organisations such as Sheffield and District Afro Caribbean Community Association, Pakistan Muslim Centre, Greenwatch Ranger Service and many more and established these as reparation venues, as well as an allotment from which produce is distributed to communities.

The Restorative Justice Team have been promoting the panel process and work with young people on Referral Orders across Sheffield and attempting to recruit volunteers and involve people from more diverse communities.

Sheffield YOS commissions two Voice and Influence reports per annum and also a range of consultations with young people to inform future service delivery and improve the confidence that young people have in the service that Sheffield YOS delivers.

| <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> |
| The Scaled Approach and second Referral Orders yielding a greater volume of work to the Team. Failing to recruit diverse pool of volunteers.                       | Devise new ways of working with clients. Continue to use new publicity material effectively. Information on outcomes / successes will be reported back to sentencers/management board | new publicity attracts appropriate interest from relevant communities.  | Peter Anderson | Jan 09          |
| <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> |
| Beginning to look at re-locating Restorative Justice (Referral Order) Team to community locations to help engage more effectively with local people in their areas | The various areas that yield the majority of young offenders and victims  | A base in the north and one in the south, in suitable buildings for creative work (group, individual, panel and miscellaneous meetings) supported by several satellite venues for working with young people on court orders. Developing a model that the whole service might adopt in the long term | Peter Anderson | Oct 08          |
| <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

Assess the extent to which the YOT partnership has contributed to the improving satisfaction in the CJS for those who have been victims of youth crime

Sheffield YOS attempts to contact every identifiable victim of youth crime to offer them the opportunity to be involved in a restorative intervention. The process is facilitated by REMEDI, an organisation that specialises in restorative justice and work with victims.

From April 07- March 08, 34% of all relevant disposals the YOS dealt with had a restorative intervention attached to them, 9 % above the YJB target. Of that 34%, 99% were satisfied with the service provided.

The services offered to victims can range from simply keeping the victim informed on the process and progress of the young person, to a formal victim offender mediation process. The vast majority of the general public aren't aware of the breadth of work the Youth Offending Service provide; therefore, it can be very satisfying for the victim to know that something is being done with the young person responsible.

We are also able to offer victims extensive involvement, including

Victim-Offender mediation

Supporting a victim through the panel process

Representing victims views at panel

Getting questions answered from the young person in the form of a letter of explanation

Community Reparation

All these interventions are designed to give the victim the opportunity to be involved in the criminal justice system, at a level that they are comfortable with. Part of the process is about assessing the victims on an individual basis, to ensure that their involvement matches their needs. Basically, trying to offer a tailored service to each individual victim, in accordance to his or her needs. Ultimately, the victim should feel satisfied with their involvement and are able to move on from the offence.

Sheffield YOS has also been proactive in developing reparation in the community with 45 projects currently being utilised across the city. This impacts on the indirect victims of crime, the community. Reparation is a great asset to the YOS in terms of victim satisfaction, as there is a tangible result at the end of a project that the victim and community get to see the positive results of young people's endeavours.

**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 understanding, or misconception of what restorative justice is, and indeed what the Youth Offending Service does | to get better at publicising the positive outcomes for victims involved in a restorative intervention. This could be expanded to publicising the work the YOS do as a whole. e.g work completed by young people on reparation should be recognised by Safer Neighbourhood Teams and local community groups, making people aware of the work going on around them in their areas. | One positive story from the Service per month in local media | CH    | Oct 08   |
| Lack of feedback from Victims – change to data requirements for YJB.   | Maintain Victims questionnaire, these evaluations are a valuable tool in continuous improvement, hold forums with victims to get a more in depth account of how they found the process, what could be improved, and the strengths/weakness' of the service.  | Sustained positive feedback from Victims,                    | CH    | Oct 08   |
|  |  | Two forums held over remainder of the year                   | CH    | Nov 08   |

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

| Skills to Develop  | Target Group | Action  | Owner   | Deadline |
|--|--------------|---|---------|----------|
| Victim awareness and restorative approaches are important and essential skills for all staff.  | YOS staff    | Induction programme for new YOS staff, now includes training on restorative justice and work with victims. Training to be extended to existing members of staff.    | CH / CF | Jan 09   |
| The restorative justice service should be fully integrated within the YOS as a whole, not specialised to one particular team or order. | YOS staff    | Locating the victim advocacy and support workers situated alongside case officers would create a better understanding of roles and a clearer line of communication. | Ch / CF | Jan 09   |

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

## 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.

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

| Risk   | Action   | Success Criteria  | Owner  | Deadline     |
|--|--|---|--|--------------|
| 1. CJSSS implementation is a joint agency enterprise, relying on cooperation of all partners concerned                                       | A health check has been completed County wide. Utilise existing partnership arrangements to ensure smooth implementation | Reduction in delay of Court proceedings via emphasis to earlier guilty plea, thus also reducing number of ineffective trials. | All partners in CJ system, including defence solicitors, CPS, Legal Advisors and YOS as well as Magistrates members of the Youth Panel and District Judges.<br><br>Process currently being co coordinated on a Countywide basis for the YOS by Kate Middleton. | October 2008 |
| 2. CG to determine from Court whether there is capacity in Youth Court area for YOS to have additional interview space for use with clients. | CG and CF to convene meeting with relevant Court personnel to discuss expectations under CJSSS.                          |   | CG and CF  |              |

| <b>D3 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> |
| Some thought may need to be given however to possibility of increased use of SSRs and Stand-down reports - and the process / staffing such a move would require. | Court team and allocated officers | <ol style="list-style-type: none"> <li>1. KM coordinating countywide approach to CJSSS with relevant agencies. CG part of group to respond to agreed process.</li> <li>2. If SSRs required, CG to implement same - visit to Nottingham YOS for research purposes.</li> <li>3. If required, CG to coordinate training and devise paperwork regarding completion of SSRs.</li> <li>4. SMC to be kept informed of above via established meetings.</li> </ol> | KM/CG        | OCT 2008        |
| <b>D4 YJB risk to future delivery assessment comments</b>  |                                   |   |              |                 |
|  |                                   |   |              |                 |

## 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).

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

| Risk   | Action  | Success Criteria   | Owner      | Deadline   |
|--|---|--|------------|------------|
| YROs and scaled approach will bring necessitate a restructuring of the service to enable delivery. | The setting up of a separate YRO team with the specific aim of delivering the new range of interventions that will accompany this legislation. As part of the team a Programme Co-ordinator has been employed to help develop and co-ordinate the new programmes. | Successful implementation of new YRO sentence incorporating the scaled approach. | Tim Galton | April 2009 |

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

| Skills to Develop   | Target Group  | Action                                   | Owner                                   | Deadline  |
|---|---|--|---|---|
| Assessment skills in order to implement scaled approach. Some groupwork skills to deliver some programmes for the YRO and to facilitate a reporting centre. | Assessment skills will be across the whole service. Groupwork skills will be targetted according to need. | Assessment training. Groupwork training. | Suzanne Whiteley/Steve Shean/Tim Galton | Assessment- December 2008.<br>Groupwork- April2009. |

### 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.

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

| Risk   | Action  | Success Criteria   | Owner          | Deadline       |
|--|---|--|----------------|----------------|
| The Workforce Development Strategy outlines the changes, but there is currently no indication of the level of funding to YOTs  | Await confirmation of funding before deciding how many places can be commissioned                           | Sufficient funds are obtained to allow practitioners to gain PCEP within 2 years of coming into post and progress onto Foundation Degree where appropriate | Kate Middleton | September 2008 |
| The YOS HR Strategy relies on PCEP and the Foundation Degree in Youth Justice as a progression route into qualified posts, which would be affected by insufficient funds | Establish a process by which practitioners can be prioritised for access to qualifications as a precaution. | Sufficient funds obtained to avoid having to apply a prioritisation process  | Kate Middleton | September 2008 |

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

| Skills to Develop   | Target Group  | Action  | Owner                            | Deadline          |
|---|---------------|---|----------------------------------|-------------------|
| Prepare for the implementation of a scaled approach and the introduction of YROs through training | Practitioners | Access YJB training   | Kate Middleton                   | October 2008      |
| Develop a case management tool to manage performance through the supervision and appraisal system | Managers      | Develop case management tool and monitor through performance management meetings, ensuring links into staff appraisals                  | Kate Middleton/<br>Carol Fordham | On-going          |
| Asset improvement and monitoring performance through quarterly asset audits                       | Practitioners | Participate in training the trainers for asset improvement, cascade training to practitioners, monitor performance through asset audits | Kate Middleton                   | July 2008 onwards |

|  |                            |  |                                  |                       |
|--|----------------------------|--|----------------------------------|-----------------------|
| Implement local risk policy and train staff in risk management | Managers and practitioners | Deliver training to staff and monitor risk management through the performance management meetings                                      | Kate Middleton                   | September 2008        |
| Ensure that all staff have current safeguarding training       | Practitioners              | All new staff have safeguarding training as part of their induction to the service and all staff have refresher training every 2 years | Kate Middleton/<br>Carol Fordham | July 2008 and onwards |
| <b>D4 YJB risk to future delivery assessment comments</b>      |                            |  |                                  |                       |
|  |                            |  |                                  |                       |

## 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

The workforce development strategy has been incorporated into the YOS HR strategy, currently in draft form and under consultation with staff and negotiation with the unions in a Council 'Achieving Change' process. The strategy includes a progression route for all practitioners to obtain PCEP within the first 2 years of service and the opportunity to go on to complete the foundation degree in youth justice. A relevant qualification combined with PCEP will allow staff to apply for qualified posts within the service, obtaining PCEP and the foundation degree will open the way for progression onto a qualified scale.

### E1.2 Identify risks to workforce development and plans to overcome the identified risks

| Risk   | Action  | Success Criteria   | Owner          | Deadline       |
|--|---|--|----------------|----------------|
| The Workforce Development Strategy outlines the changes, but there is currently no indication of the level of funding to YOTs  | Await confirmation of funding before deciding how many places can be commissioned                           | Sufficient funds are obtained to allow practitioners to gain PCEP within 2 years of coming into post and progress onto Foundation Degree where appropriate | Kate Middleton | September 2008 |
| The YOS HR Strategy relies on PCEP and the Foundation Degree in Youth Justice as a progression route into qualified posts, which would be affected by insufficient funds | Establish a process by which practitioners can be prioritised for access to qualifications as a precaution. | Sufficient funds obtained to avoid having to apply a prioritisation process  | Kate Middleton | September 2008 |

### E1.3 YJB risk to future delivery assessment comments

## SECTION E2 - RISK TO FUTURE DELIVERY ASSESSMENT SUMMARY

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

### E2.3 Review and sign-off

|       |                                     |           |  |      |  |
|-------|-------------------------------------|-----------|--|------|--|
| Name: | Chief Superintendent Paul Broadbent | Job Title | Chief Superintendent South Yorkshire Police<br>Co Chair Safer Communities Partnership  | Date |  |
| Name: | Councillor Bob McCann               | Job Title | Lead member for Safer Communities<br>Co Chair Safer Communities Partnership            | Date |  |
| Name: | Sonia Sharp                         | Job Title | Executive Director Children and Young Peoples Directorate<br>Co Chair 0-19 Partnership | Date |  |
| Name: | Councillor Andrew Sangar            | Job Title | Lead member for Safer Communities<br>Co Chair Safer Communities Partnership            | Date |  |
| Name: | David Gault                         | Job Title | Operational Director Sheffield Futures<br>Chair YOS Management Board                   | Date |  |