



Youth Justice Board
Bwrdd Cyfiawnder Ieuencid

Youth Justice Performance Improvement Framework (England)

YOT partnership Youth Justice Strategic Plan
guidance, and Capacity and Capability Self-
Assessment guidance and template

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Introduction

The England and Wales Youth Justice Performance Improvement Framework (YJPIF) includes a range of elements that work together to improve YOT practice and performance. As part of the framework, YOTs are required to submit a Youth Justice Strategic Plan and a Capacity and Capability (C&C) Self-Assessment.

Purpose of this document

This document contains:

- guidance for YOT partnerships on the requirements for the Youth Justice Strategic Plan (part one)
- guidance and a template for completion of the YOT partnership C&C Self-Assessment, (part two, section 2) including:
 - guidance and a template for the YOT partnership improvement plan (part two, section 3).

Background

In 2008/09 the Youth Justice Board (YJB) introduced the Youth Justice Planning Framework (YJPF), consolidating all previous strategic and improvement plans requested from YOTs. The first year of implementation (2008/09) was a development year, which was used to test the new framework, seek feedback from users and review processes to inform future development. The findings were published in the *YJB Youth Justice Planning Framework Review Report (May 2009)* and have informed the Youth Justice Performance Improvement Framework (YJPIF), launched in January 2010.

The YJPIF's objectives are to:

- promote YOT performance improvement
- shape youth justice system improvement
- improve outcomes for young people.

Part one: Youth Justice Strategic Plan

Unlike previous youth justice planning arrangements, YOT partnerships may now produce their strategic plan in line with their own local business planning processes and timescales. There are no YJB prescribed templates or timeframes. This responds to YOT partnership requests for greater flexibility in this area, and directly contributes to the local government 'reducing the burden' agenda. It enables youth justice strategic planning to be more closely aligned to other key local strategic plans such as the Local Children and Young People Plan and the Crime and Disorder Reduction Partnership plans.

YOT partnerships can develop the structure and content of their Youth Justice Strategic Plans in line with their local planning approaches. The Youth Justice Strategic Plan should, however, address the following four key areas:

- Resourcing and value for money
- Structure and governance
- Partnership arrangements
- Risks to future delivery.

The plan must be signed off by all statutory partners (electronic signatures can be used).

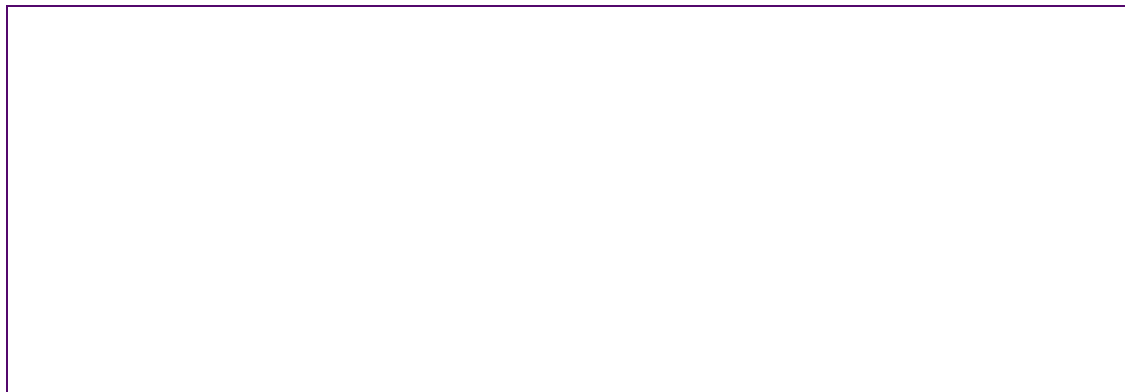
Because strategic plans will now be submitted within local planning cycles, there may be occasions when the strategic plan is submitted at a later stage than the C&C Self-Assessment. If this is the case, then the following will apply:

- when the Youth Justice Strategic Plan is submitted, the YOT partnership improvement plan should be updated to take account of any additional actions that arise from the strategic plan
- the YJB will feed any additional risks identified into their quarterly risk profiling activity.

YOTs are required to inform their YJB head of region of the anticipated timescale for the submission of the Youth Justice Strategic Plan 2010/11.

Brief guidance on each of the four areas that must be addressed in the Youth Justice Strategic Plan

1. Resourcing and value for money



The Youth Justice Strategic Plan should provide an overview of how the YOT Management Board and wider partnership will ensure that the YOT has sufficient resources and infrastructure that are appropriately deployed to deliver youth justice services in its area in line with the requirements of the *National Standards for Youth Justice Services*.

Value for money

In addressing value for money, YOT partnerships should include an understanding of their costs of delivery and how they plan to deliver outcomes more efficiently. They should also comment on how they plan to increase the effectiveness of service delivery within agreed expenditure.

The following three value for money areas (adapted from HM Treasury and the Prime Minister's Delivery Unit Public Service Agreements Delivery model) may assist:

- **Economy**
How clear is the understanding of costs throughout the delivery system? (i.e. unit cost per disposal [pre-court, 1st tier; community and custodial] and how this relates to outcomes.)
- **Efficiency**
How rigorously are costs of delivery managed to ensure efficient use of resources? (i.e. benchmarking against comparator areas; alignment between funding streams to deliver against a number of outcome areas)
- **Effectiveness**
To what extent does an understanding of effectiveness inform decision making? (i.e. linkages between interventions, benefits and outcomes are measured and understood; use of evidenced-based commissioning models etc.)

A number of YOTs have proposed that the YJB make better use of the financial information gathered from the YOT annual budget submissions by publishing financial comparators across YOT areas to inform value for money debate and decision-making.

The YJB are keen to progress this and in early 2010 will work with YOTs to produce a simple toolkit to enable the comparison of YOT funding across region and family in relation to cost per disposal and outcomes. While it is acknowledged that funding streams vary considerably across YOT partnerships, an analysis of such information should facilitate a greater understanding of value for money.

Commissioning

The effective and efficient use of resources is also dependent on effective commissioning arrangements. Effective commissioning means ensuring the right services and the right people are in the right place at the right time for children and young people. YOTs should work through their Children's Trusts commissioning processes to ensure this takes place. Support is available through the Department for Children, Schools and Families (DCSF) / Department of Health commissioning support programme, which support Children's Trust partners to improve their commissioning capacity and capability.¹

Financial climate

The YJB recognises that this is a challenging financial time for all YOT partnerships and that a number are already facing budget reductions. Historically, the YJB has responded to reductions in YOT partner contributions by cutting YOT grants pound for pound. However, in the current financial climate this may no longer be appropriate. As a result, the YJB is considering taking a more measured approach. For those YOT partnerships that plan to make cuts in 2010/11, the YJB is developing a methodology to assess any proposed reductions against agreed criteria, in order to ensure the sufficiency of local contributions to deliver effective youth justice services. Where this is in doubt, the YJB will consider further action which may include the imposition of a financial penalty. Further guidance on this will be published in spring 2010.

2. Structures and governance

Outcome:

Integrated strategic planning and working with clear performance oversight to ensure effective delivery of youth justice services.

¹ <http://www.commissioningsupport.org.uk/resource-bank.aspx>

The Youth Justice Strategic Plan should set out the structures and governance necessary to ensure the effective delivery of local youth justice services. The leadership, composition and role of the management board are critical to this. The YOT Management Board is directly responsible for:

- delivering the principal aim of reducing offending and reoffending
- strategic performance oversight
- ensuring the effective delivery of justice services for children and young people.
- accountability and representation of youth justice issues within the local authority
- ensuring that children and young people involved in the youth justice system have access to universal and specialist services delivered by partners and other key agencies for
- ensuring local authorities discharge their duties under the Children Act 1989, in particular those in Schedule 2, paragraph 7, to:
 - discourage children and young people within their area from committing offences
 - take reasonable steps designed to reduce the need to bring criminal proceedings against children and young people in their area
 - avoid the need for children within their area to be placed in secure accommodation.

The YOT Management Board should report into both the Children's Trust and the Crime and Disorder Reduction Partnership, and through these into the local strategic partnership.

YJB guidance in relation to structures, governance and YOT management boards is included in the YJB publication *Sustaining the Success* (2005).²

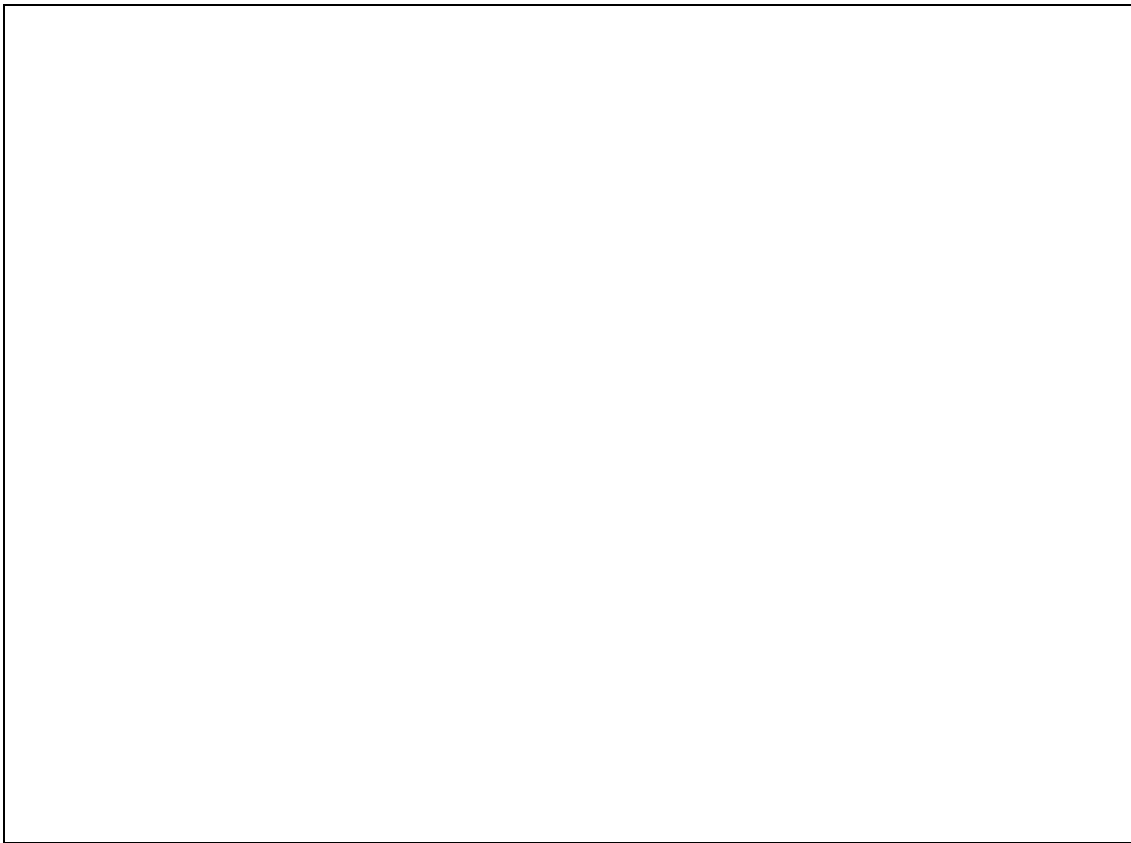
This guidance is currently being updated and a new edition will be published later in 2010.

3. Partnership arrangements

Outcome:

Effective partnership arrangements are in place between YOT statutory partners and other local partners that have a stake in delivering local youth justice services, and these arrangements generate effective outcomes for children and young people who offend or are at risk of offending.

² <http://www.yjb.gov.uk/Publications/Resources/Downloads/Sustaining%20the%20Success.pdf>



The Youth Justice Strategic Plan should set out effective partnership arrangements across the YOT partnership area, and should directly align with other key local strategic plans.

The YOT is a partnership, which includes, but also extends beyond, the direct delivery of youth justice services. In order to deliver youth justice outcomes, YOTs must be able to function effectively in both of the two key sectors within which it operates:

- criminal justice services
- services for children and young people.

The YOT partnership must ensure a strong strategic fit with both the Children's Trust and the Crime and Disorder Reduction Partnership, and through these into the local strategic partnership.

YOTs are statutory 'relevant' partners within the Children's Trust partnership. YOT partnerships should ensure that their Children's Trust Board is fully aware of its role in preventing youth crime and reoffending, and that this is embedded within the local Children and Young People Plan. The YOT partnership has a key role to play in making the link between criminal justice and social welfare systems, and in ensuring that Children's Trusts provide coherent planning to meet the needs of children and young people before, during and after their involvement in the youth justice system. The YOT is an important delivery partner for Crime and Disorder Reduction Partnerships (CDRPs) as well as relevant partner in Children's Trusts.

Local youth justice plans should link directly to local children's plans and crime and disorder reduction plans.

Children and Young People's Plans

The 2009 DCSF / Department of Health consultation draft publication entitled *Children's Trust: Draft Statutory Guidance on co-operation arrangements* states:

'The Children's Trust Board should ensure that the local Children and Young People's Plan is aligned with the national Youth Crime Action Plan and reflects the need for the increasing integration of the youth justice services and other children's services....The Children and Young People's Plan should be aligned with the YOT partnership's annual youth justice plan'

[DCSF 2009: 75]³

The YOT partnership should also provide a bridge between the Children's Trust partnership and the delivery of CDRP priorities. The Youth Justice Strategic Plan should be closely aligned to the local CDRP plans.

4. Risks to future delivery

Outcome:

The YOT has the capacity and capability to deliver effective youth justice services.

The Youth justice Strategic Plan should identify risks to future delivery and set out the YOT partnership's plans to address these risks.

Examples of these risks and responses may include:

- proposed budget reductions and plans to address any reductions, to ensure the continued delivery of effective local youth justice services;
- difficulty recruiting and retaining qualified/experienced staff, and plans to address this, to ensure the YOT has sufficient capacity and capability to deliver.

3

<http://www.dcsf.gov.uk/consultations/index.cfm?action=consultationDetails&consultationId=1670&external=no>

Part two: Capacity and Capability (C&C) Self-Assessment template

Section 1: National Indicator performance commentary

This section includes a set of performance data tables pre-populated with the most recent performance and family comparator data. YOTs must comment on their performance and provide an analysis of local factors that have influenced performance for each indicator. While the comments made in this section of the self-assessment will not contribute towards the YOT National Indicator performance judgement, they will enable the YOT and YJB to highlight any local factors that may be impacting on YOT performance.

Please note that the tables below have been pre-populated with the most recent data available at time of publication. When C&C Self-Assessment submissions are validated there will be a further quarter's data available, and this will be used to calculate the YOT partnership's National Indicator performance score.

Table 1: FTEs – First-time entrants (FTEs) to the youth justice system aged 10–17 (NI 111)

	Plymouth	Family
2007/08 PNC FTEs rate per 100,000 of 10–17 population	2,385.17	2,152.44
2008/09 PNC FTE rate per 100,000 of 10–17 population	2,174.10	1,775.15
% change – baseline v 2008/09 out-turn	-9%	-18%
2009/10 projected rate (YOT proxy data)	1,668.40	1,446.62
<p>YOT partnership comment*</p> <p>The reduction in first time entrants (FTE) reflects the co-ordinated work being undertaken within the City as a whole. The YOS Prevention Team operates a number of projects including a YISP, Positive Futures and YIP. In addition the police and youth service have developed a number of projects such as Streetwise.</p> <p>It was identified in January 2009 that transfer of reprimand information from the Police was flawed. Steps have been taken to rectify this but it does mean that data pre-2009 may be slightly understated.</p> <p>Since April 2009 additional funding through YCAP has seen the setting up of other initiatives with key partner agencies to expand upon the above services and the introduction of Triage. In addition the Police have now formally rolled out the Youth Restorative Disposal, with some 41 young people diverted from a formal outcome during the last quarter. This has reflected in a reduction of FTE from an average of 90 per quarter to 56 in the third quarter.</p>		

* The YOT partnership should comment on any change in the FTE rate from 2007/08 to 2008/09 and how this compares to the average rate for the YOT family. YOT data has been used as a proxy for projected 2009/10 FTE out turn. Please comment on the projected out-turn for 2009/10. Brief comment should be made about local partnership efforts to reduce the FTE rate.

Table 2: Reoffending – Rate of proven reoffending by young offenders (NI 19)

	Plymouth	Family
2005 12-month rate	1.19	1.63
2008 12-month rate	1.25	1.19
% change – baseline 12-month v. 2008 12-month	5%	-27%
2005 6-month rate	0.77	0.97
2009 6-month rate	0.40	0.62
% change – baseline 6-month v. 2009 6-month	48%	36%
<p>YOT partnership comment*</p> <p>The 2005 baseline rate is likely to be somewhat understated in that the issues identified at the beginning of 2009 around reporting of reprimands (see above) is likely to have impacted on the total number of offenders making up the cohort. This is evidenced by the higher starting point for our family group in 2005.</p> <p>Nevertheless, for the year, performance was within the target range for the initial 6 months, however an increase was then seen culminating in exceeding the target. This increase coincided with the reduction in National Standard contact levels on orders of 12 months or more. The implementation of Scaled Approach has refocused service delivery over the full period of an order based on level of risk identified. As part of an overall programme training on risk management, assessment and planning has been rolled out since April 2009.</p> <p>We are presently seeing a substantial reduction in the re-offending levels for the first 6 months with early indications being that the increase in offending has not re-occurred to date for 2009/10.</p> <p>Partnership working has also been strengthened over the last 12 months and as a result there is a more coordinated multi-agency approach for young people and their families. For example, the Children’s Trust has introduced the 10 priorities which include priority 8 - Reduce Risk-Taking Behaviours such as substance misuse, unprotected sex and criminal activities.</p> <p>A robust plan on release of a young person, will ensure that all aspects of their needs, are met by multi-agency input, which has full commitment by partner agencies.</p> <p>Integrated Resettlement support (IRS) is an enhanced service offered while a young person is in custody, on release and for 6 months after the order has ended if required. This is a voluntary engagement process for a young person and it is intended that the relationship built up with the resettlement worker will improve the young person’s ability to deal with the transitional period from custody to the community and post order.</p>		

* The YOT partnership should comment on changes in the 12-month reoffending rate from 2005 to 2008, and on changes in the 6-month rate from 2005 to 2009. Comment should also be made on how the local rates compare to the average for the YOT family. Brief comment should be made on what action is being taken locally to reduce the rate.

Table 3: Custody – Young people within the youth justice system receiving a conviction in court who are sentenced to custody (NI 43)

	Plymouth	Family
April – September 2009	5%	7%
2006/07 baseline	5%	6%
% change – baseline v Apr–Sept 2009	6%	27%
<p>YOT partnership comment*</p> <p>Overall performance is at the target level with total custodial sentences at the 5% level after 9 months and holds at a better rate than our family group average.</p> <p>The YOS has continued to offer an ISSP option, as an alternative to custody, during the first part of 2009/10 and to offer effective alternatives for more serious offenders at the referral order stage. The roll out of the Scaled Approach and YRO has provided a fresh focus for the service on appropriate sentencing options to our local Youth Court and has increased the available sentencing options. PSR gate-keeping panels meet to review options and propose robust alternatives to a custodial sentence to the courts and is overseen by management.</p> <p>The roll out of the Integrated Resettlement Support (IRS) has commenced with the appointment of staff completed and the first programme has started. Whenever a PSR is being undertaken and the young person is at risk of custody a referral is made to the IRS Worker. Working alongside the case manager and within the context of the case plan, clear plans are made to ensure that appropriate provision for ETE, accommodation and other services (i.e. substance misuse) are in place immediately at the time of release.</p> <p>Our Parenting Worker, also actively targets both the parents of young people who are in custody and young people who are parents. There is coordinated joint work between the Parenting Worker and the Accommodation Officer around the often-related parenting and accommodation needs of young people. This joint work includes young people leaving custody. Good practice includes attendance by specialist staff at YOI/STC case review meetings prior to release; this ensures a robust support programme is provided to limit the likelihood of a recall to custody or further offending.</p> <p>Work with Social Care has taken place to extend young peoples care status beyond remand to local authority accommodation and court ordered secure remands. This work, which has been undertaken through the Social Care Resource Panel, has enabled community sentencing options to be proposed to the courts where custody was an option.</p> <p>Overview of the low numbers of custodial sentences show that in all cases the level of seriousness of the offences together with the persistent nature of the offending left the courts with no other options. In 2 cases young people were insisting on the custodial option in preference to a community sentence.</p>		

* The YOT partnership should comment on any change in the custody rate compared to the baseline and on how the local rate compares to the average for the YOT family. Brief comment should be made on action being taken locally to reduce the rate.

Table 4: ETE – Young offenders’ engagement in education, training and employment (NI 45)

	Plymouth	Family
April-September 2009	73%	73%
2006/07 baseline	60%	73%
% change – baseline v Apr-Sept 2009	22%	0%
<p>YOT partnership comment*</p> <p>The under-performance on the baseline and against our family group was due to a need to improve provision for young people of school age who could not be maintained within mainstream education. The YOS Management Board in conjunction with the Lifelong Learning Department has worked towards improving availability of provision. The Lifelong Learning Department has now made a 25-hour offer for all pupils including within the Pupil Referral Units and also introduced Personal Education Plans (PEPs) for all young people attending these Units.</p> <p>Improvements in assessment have seen a higher and quicker level of referral to the YOS Education Welfare Officer as well as the Connexions service and earlier intervention is taking place.</p> <p>Whilst overall the target is now being achieved we have seen a differential in performance between under school age (average performance level 85%) against over school age (average performance 64%). Whilst numbers remain consistent, it has been identified that over the last 9 months there are a reduced number of young people of school age within the Criminal Justice System whilst those over 16 are increasing. This causes concern in that the performance for this older group is below the target level. Connexions have advised the YOS Management Board that the recent introduction of locality working, once embedded should improve the outcomes of the 16+ age group.</p> <p>The YOS Prevention Team works with the Excellence Cluster and six community colleges to develop an offsite education provision that offers a 3 week programme to ensure young people maintain education. The Prevention Team undertake a range of work in both primary and secondary schools. This includes early identification of young people who may struggle with transition and work with the police on the Respect Agenda to reduce bullying of pupils. In the longer term, this should help to improve attendance and attainment and reduce offending.</p>		

* The YOT partnership should comment on any change in the ETE rate compared to the baseline and on how the local rate compares to the average for the YOT family. Brief comment should be made on action being taken locally to increase the rate.

Table 5: Accommodation – Young offenders’ access to suitable accommodation (NI 46)

	Plymouth	Family
April-September 2009	98%	97%
2006/07 baseline	92%	96%
% change – baseline v. Apr-Sept 2009	6%	1%
<p>YOT partnership comment*</p> <p>Since the 2006 inspection clear strategic drive has been given to ensure that young people are not accommodated in Bed & breakfasts. This is as an improvement with</p>		

the reduction in B&B at virtually nil.

Performance on accommodation has improved significantly on the baseline and continues to be above the average for the family group. This reflects clear partnership working between the key partners, Childrens Social Care and Plymouth City Council Housing (Homelessness Unit) and the tenacity of the YOS Accommodation Officer. Our overall approach has also virtually removed the need to use bed and breakfast accommodation.

Our Accommodation Officer has built clear links with the support services including Supporting People, third sector providers, the 16 Plus Team and Homeless and Housing Department. Agreement has been reached to use our assessments, including a housing risk assessment by Social Care and Homeless and Housing as evidence of housing need. Services for Children and Young People fully recognise the Southwark ruling and where needed provide accommodation for young people.

An emergency support resource (Raglan Court) has been established providing supported lodgings for young people pending full assessment of need and the provision of more permanent accommodation or re-integration into the family environment. Our Accommodation Officer sits on the Operational Group for this resource.

We have an integrated approach between the YOS Accommodation Officer and the YOS Parenting Worker. We use the start or subsequent Assets to identify home/parenting and accommodation issues that may result in the young person needing accommodation or becoming homeless. Wherever it is safe to do so and in the best interests of the young person and family we try to maintain them in the family home. The close working between the parenting worker and the accommodation worker means that where needed, intensive work can be offered to parents to assist them to manage the young person's behaviour whilst at the same time work can be undertaken with the young person on the realities of independent living. Where parents or families need close support we can refer to specialist services such as MST, FIP or access Social Care to FGC.

Where young people receive custodial sentences we work closely with the young person and family. Again our first priority is to try to ensure the young person can return home on release. Where this is not possible, (as detailed above) our assessments, including a housing risk assessment are used by Social Care and Homeless and Housing as evidence of housing need. On release from custody all young people have somewhere to stay.

Our Accommodation Officer is on the Advisory Group for the Plymouth Foyer, sits on the Hub Panel (which screens all supported housing referrals) and Chairs the Regional Accommodation Officers Meeting. Through our links with Supporting People we are consulted regarding evaluation of services.

* The YOT partnership should comment on any change in the proportion of young people in suitable accommodation compared to the baseline and on how the local rate compares to the average for the YOT family. Brief comment should be made on action being taken locally to increase the rate.

Table 6: Ethnicity – Ethnic composition of offenders on youth justice system disposals (NI 44)

	% of youth justice pop. in 2007/08	% of general pop. in 2007/08	% of youth justice pop. in 2008/09	% of general pop. in 2008/09
White	96.03%	96.65%	96.63%	96.27%
Mixed	1.16%	1.38%	0.71%	0.71%
Asian	0.50%	0.74%	0.53%	0.85%

Black	2.15%	0.45%	2.13%	0.52%
Chinese	0.17%	0.79%	0.00%	0.89%

YOT partnership comment*

The actual numbers of BME young people offending year on year has remained broadly consistent. The above population figures will have been based on projected National Census Data. Current school census data indicates that the breakdown of BME population for Plymouth is as follows:

White	92.4%
Mixed	1.5%
Asian	0.7%
Black	0.7%
Chinese/other	1.1%
Refused or info not available	3.6%

Based on either comparator, the Black BME population are disproportionately represented. In terms of numbers this relates to 10 young people for the year 2008/09. Given the small numbers, we are addressing the issues for young people through an individualised approach, based on assessed need.

However, HMIP said that: Further work needs to be undertaken to meet the needs of black and ethnic minority children and young people, both in the identification and response to their specific needs and to recognise and deal with wider diversity issues. We are addressing this through our Inspection Improvement Plan.

The actions we are taking to address and understand the over-representation of young people are:

- Ensure staff are recording ethnicity appropriately with recordings being monitored by team managers;
- To routinely ensure police ethnic recordings are consistent with YOS including religious identification;
- Translation of key documents into first language and to ensure staff use translators where appropriate.

We are intending to commission the REC to undertake an audit of key aspects the criminal justice process and the YOS response.

In order to begin to address over-representation of black young people within the youth justice system, we have undertaken an analysis with BME young people of the drivers of their offending behaviour. Some of the issues this identified was the level of racism and its impact on their lives, self image, and the lack of identity of dual heritage young people (particularly those living with a white parent) and how this had contributed to their criminalisation.

This work led to a group of BME young people involved with YOS in making a film with a black film-maker. (The use of a black film-maker helped to enhance the young people's self image through positive role modelling). This gave them a voice and also enhanced our understanding of their experiences. The film has been used in training within the YOS, in police training for new recruits and also led to jointly delivering the respecting difference programme in schools with the police.

A related area of concern is that amongst the white population dealt with by the YOS there are a number of young people who display racist or discriminatory attitudes both towards black young people and other minority groups. Recognising the links between prejudice, victimisation and offending, the issue of racist attitudes and behaviours is being addressed through:

- Staff training

- PSR quality assurance
- Joint work with the REC
- Awareness by our Victim Liaison Officer of cultural needs.

* The YOT partnership should comment on any significant over-representation of any ethnic group in each year and on any significant changes from 07/08 to 08/09. Brief comment should be made on action being taken locally to reduce any significant over-representation of any ethnic group.

Section 2a: YOT partnership C&C Self-Assessment information

Capacity and capability outcome areas

There are nine capacity and capability outcome areas against which YOT partnerships must provide evidence. They are:

1. Assessment, planning, interventions and supervision (APIS)
2. Resourcing and workforce development
3. Access to universal and specialist services
4. Reductions in first-time entrants to the youth justice system
5. Reducing reoffending
6. Use of custody
7. Risk of serious harm
8. Safeguarding
9. Victim and public confidence

Capacity and capability critical activities

Each of the nine capacity and capability outcome areas has a number of critical activities against which YOT partnerships must self-assess and provide evidence of service delivery. It is important that the YOT partnership provides a full explanation of each of critical activity, as this evidence will contribute to YOT partnership performance judgements.

YOT partnerships must assign a score to each critical activity using the following range:

- **0 – Poor**
Below minimum requirements
- **1 – Adequate**
At only minimum requirements
- **2 – Good**
Above minimum requirements
- **3 – Excellent**
Consistently above minimum requirements

Validating criteria

YOTs should refer to the *C&C Self-Assessment Validators Notes* document accompanying this document for information regarding criteria against which YOT partnership C&C Self-Assessments will be validated. YOTs may also wish to refer to the relevant Key Elements of Effective Practice to inform their assessment against the nine outcome areas.

The YJB regional team will validate the C&C Self-Assessment by reviewing the evidence provided by the YOT in this template and using observations made during validation visits. C&C Self-Assessments will be judged against clearly defined criteria and this will produce a capacity and capability judgement.

Capacity and capability judgement

The capacity and capability judgement will be an evidence based judgement about the current capacity and capability of the YOT partnership in relation to practice, management and partnership activity. As such, it will also reflect the YOT's capacity and capability to sustain or improve upon current performance.

Future developments

In line with the move towards sector-led involvement with national assessments and inspections, in 2010/11 the YJB will develop a process to involve YOTs in the annual capacity and capability validation process. In practice, this will mean that a member of each YOT (operations manager or senior practitioner) will be trained alongside YJB regional teams to undertake the annual capacity and capability validation process. This will enable the YJB to draw on YOTs' expertise and knowledge, and ensure wider dissemination of good practice and lessons learnt. The YJB will develop this process in consultation with YOTs with a view to implementation in 2011/12.

Section 2b: YOT C&C Self-Assessment template

The first three tables, as set out below, include cross-cutting themes which are integral to performance within all of the outcome areas. To avoid repetition, they are assessed at the beginning of the process.

1. Assessment, planning interventions and supervision (APIS)

Please provide evidence of the work undertaken in the YOT to ensure the quality of assessments and interventions to prevent offending and reduce reoffending.

Specifically describe (providing supporting evidence):
1.1 The quality of APIS in the YOT, how the YOT works to continuously improve APIS quality and the areas for improvement identified.
Please provide written evidence here: The Plymouth YOS was inspected by HMIP against the Core Case Inspection Criteria in December 2009. The overall score for quality of Assessment and Sentence Planning work was 69%. With Moderate improvement required with regard to risk of harm, likelihood of re-offending and safeguarding. However HMIP said that: <i>The quality of work being done was better than the quality of assessment and planning. It is important that assessment work is done well to support interventions and the delivery of services to children and young people.</i> <i>There had been a gap in the management of staff, resulting in a lack of formal and thorough induction, supervision and quality assurance processes. This has been</i>

recognised by the management board who have already taken steps to provide additional management support to staff.

We accept the position established by HMIP and whilst pleased to have received a relatively good score in this area, we recognise those areas where we need to improve. Over the last year the measures we have taken to improve practice in this area have included:

- APIS training delivered in Q3 2008 focused on the thresholds that would trigger a referral to specialists in the service. This was followed up by specialists holding weekly consultation sessions to support caseworkers in determining thresholds and through the referral processes required.
- A quality assurance exercise was undertaken in August 2009 with all case managers to establish benchmark of quality of assessments.
- This was followed by a similar exercise covering RoSH documents and was led by a Team Manager but conducted by the YOS Senior Practitioner. This was carried out following Team Managers changing roles and was to support moving to working under the Scaled Approach alongside the implementation of the YRO.
- Findings from these exercises were fed back to staff through presentations and training days relating to the preparation of the YRO/Scaled Approach.
- All staff are being trained in how to access the CareFirst (Services for Children and Young People ICS), system. This will improve our understanding of safeguarding needs. All staff have/will be trained in level 1 safeguarding and will be able to access specialist child protection training within the next twelve months. We have a rolling programme of staff accessing training on working with sexually harmful behaviours.

The key actions we will be undertaking in 2010/11 will be based around the Improvement Plan, following the inspection and the implementation of the YRO and the Scaled Approach. The Inspection Improvement Plan Includes:

A timely and good quality assessment and plan, using Asset, is completed when the case starts:

- Reports to quarterly YOS Management Board on completion and breakdown of quality of Start Assets and plans.
- 20% of start Assets and plans to be dip sampled weekly for Quality Assurance purposes with performance updates to be fed-back to staff during monthly supervision.
- Asset and intervention plan training to be delivered in May 2010 and followed through during monthly Supervision. This is to be a standing item on supervision agenda.

A timely and good quality assessment of the individual's vulnerability and Risk of Harm to others is completed at the start, as appropriate to the specific cases:

- 20% of Assets with low scoring Vulnerability and/or Risk of Harm sections to be dip sampled for Quality Assurance purposes with performance updates fed-back to staff weekly.
- Team Managers to countersign all Risk of Serious Harm assessments immediately.
- Assessments to be underpinned by mandatory training, regarding Safeguarding and Risk of Harm.
- Review Risk of Harm and Vulnerability management policy.

The plan of work with the case is regularly reviewed and correctly recorded in Asset with a frequency consistent with national standards for youth offending services:

- Review of individual cases during regular monthly supervision with staff that

fits in with the Services for Children and Young People’s Supervision policy.

- Live multi-agency case reviews for young people in intensive cohort.
- Transition/Exit planning policy and procedure to be reviewed.
- Production of regular reports to Team Managers to ensure that reviews are undertaken in a timely manner.

In order to support the above our Improvement Plan will also include a training and development programme for the operational management team.

Over the next year, it has been agreed that we will have a manager on secondment from Services for Children and Young People. This represents a 25% increase in management capacity at this level. A key aspect of this role will be to further improve our work with looked after children and safeguarding. This increased capacity will also allow us to focus robustly on APIS.

YOT partnership self-assessed score	Good	YJB validated score	
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1.2 The quality assurance processes undertaken in the YOT and how this informs YOT planning and development.

Please provide written evidence here:

The inspection and the Improvement Plan have had the effect of causing the management team to review our quality assurance processes (see above).

In order to ensure consistency and that diversity is positively promoted, we have clear quality assurance processes in place for PSR’s and PSR Asset:

- When staff are allocated PSRs they are booked into a PSR panel that supports the report writer in assessing the likelihood of re-offending, vulnerability and risk of harm;
- This process which includes the PSR Asset, assists in guiding and agreeing a suitable recommendation to go to court;
- The quality assurance processes includes reviewing the aggravating and mitigating factors and ensuring that these factors are reflected in the intervention plan;
- There is peer mentoring and PSR quality assurance processes;
- Reports are then quality assured by a member of the PSR panel which includes two Team Managers and/or Senior Practitioners and our Court officers (a Team Manager is always available for high risk of custody cases).

Referral order reports are peer quality assured prior to initial panel.

In terms of overall quality assurance of the APIS processes:

- We are now using supervision as a key process to drive up the overall quality of casework including assessment and planning;
- We have an established practice group that uses a reflective approach to evaluate practice;
- We have a formalised manager led process to evaluate, authorise and monitor RoSH and Vulnerability;
- RoSH and Vulnerability plans are developed and reviewed on a multi-agency basis and are distributed to relevant partners, (We are planning for greater involvement of young people and parents in this process);
- There is peer mentoring and linked casework around higher risk cases;
- We have begun to use the YJB audit tool

We have a monthly *practitioners group*. There is a reflective practice group, which provides a forum for the discussion of topics that are affecting staff and service development. This includes policies and procedures, new legislation or local issues such as the use of Methadone Bubble. Importantly it also provides a forum for case

discussion and problem solving. The work of this group is fed back to Service Meetings and managers.

Staff are involved in focus groups looking at policy and procedures which leads to the delivery of peer training e.g. recent RoSH and Remand court training and policy and procedural updates e.g. PSR procedures. This work is creating a loop between practice issues and service development.

YRO implementation group also reviewed working practice and informed procedural change and subsequent training.

In terms of how our quality assurance work informs YOS planning and development, regular performance reports are produced for the Management Board and these are disseminated through all Service/Team meetings. The work of the practice group informs our management responses to practice development needs. All of the above informs our ongoing service development.

Within the Prevention Services we review the Onset scores on a quarterly basis and use this to plan our targeted groupwork programme.

During 2010/11 we will be building on these processes. In particular we want to ensure that we have more explicit processes within the management team to consider and evaluate practice and get clearer links in place between what we know from practice and how this informs strategic service development. A management development programme will help to provide a focus for this work.

YOT partnership self-assessed score	Good	YJB validated score	
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1.3 How the YOT has evaluated the effectiveness of interventions delivered and how this has informed service delivery.
Asset scores.

Please provide written evidence here:

Practitioners are encouraged to use a range of interventions which include Teen Talk to researching specific packages for young people requiring more complex interventions or more specialists such as Lucy Faithfull interventions. Equally the service inevitably has practitioners in the team with specific strengths, skills and knowledge for example film making, art work. Therefore the YOS makes use of a range of interventions and in terms of evaluating the effectiveness, the rates of re-offending, verbal feedback from young people, families and partners informs us of their effectiveness in the first instant. For example partner agencies have requested the use of our interventions such as making of DVD's by BME young people and the putting together of collage by a young person regarding their journey.

The YOS carried out a review of Assets for the last 12 months for those young people involved in knife or violent crime. This has identified key factors affecting young people involved in these crimes which are Thinking and Behaviour, Substance Misuse and Family & Personal Relationships. It also showed that 39% of the common assault/assault by beating was directed at family members, often the mother of the young person. This type of evaluation processes allows the YOS to target its intervention programmes and ensure that the programme work being carried out is relevant, appropriate and may already have proven results elsewhere or that the YOS can plan programmes of work by involving young people in the design and/or utilise the strengths of workers and other agencies.

Also within supervision practitioners reflect on the effectiveness of their interventions and they are adapted accordingly.

The YOS is also considering further on developing plans to include qualitative and quantitative evaluation and analysis of our work, as often the effectiveness of interventions cannot be analysed with immediacy and is it sometimes much later (even years) before we can identify whether or if the intervention has been valuable

the young person.			
YOT partnership self-assessed score	Adequate	YJB validated score	
1.4 The extent to which APIS, including assessment of likelihood of reoffending, risk of harm to others, safeguarding, planning and supervising interventions is supported by workforce training.			
Please provide written evidence here: <p>The YOS has a training budget, which is managed by the YOS Manager. We are also able to access training through Children’s Services. Training needs are identified by managers through both supervision processes and increasingly through annual appraisals and reviews. A training log is being kept for all staff. Training needs are also determined by national developments such as the Scaled Approach. Over the last year APIS training has been included;</p> <ul style="list-style-type: none"> • The delivery of training on assessing risk of serious harm and development of risk management plans. This has covered areas such as defensible decision making, information gathering, recording and analysis. It has also covered MAPP referrals, presentation and actions. • Focussed training on the assessment processes for court bail decisions. This has included, assessment processes for bail, presenting bail packages in court, assessing risk of re-offending, harm and vulnerability. • Our preparations for the YRO and the Scaled Approach has included, the legal frameworks, National Standards, Case Management Guidance and how we are implementing this locally. • Preparations for the YRO included working with the Youth Court, ASB Unit, Harbour Drug and Alcohol Service, Youth Service, Police, Probation Service, Connexions and the Attendance Centre, MST, FIP <p>The evaluation of training regarding the YRO and Scaled Approach, provided ongoing development sessions to meet staff needs.</p> <p>Training over the next year will take account of actions from the Inspection Improvement Plan. A particular action was that staff receive comprehensive and timely induction and ongoing supervision and training:</p> <p>The YOS will;</p> <ul style="list-style-type: none"> • Develop the current Induction process into a comprehensive manual with all relevant documents attached and links made available to desktops. Induction process will meet learning styles. • Dovetail Plymouth City Council’s Corporate Induction, Services’ for Children and Young People, YOS induction including that of YJB regional programme if/and/or is available and that of the Criminal Justice Services inductions delivered through LCJB which includes Crown Prosecution Service, Probation, Police, Prisons, Courts and Health. • Ensure that induction is a standing agenda item in Supervision and Appraisals for initial 12 months and reviewed thereafter if necessary. Services for Children and Young People Supervision and Corporate Appraisal processes to be fully embedded within YOS • Diversity and Equality to be integrated fully into induction, supervision and appraisal processes, as routine. <p>Over the next year the introduction of annual appraisals will enable us to target training more effectively. We will also be undertaking a learning needs analysis in order to further target training on service needs.</p>			
YOT partnership self-assessed score	Good	YJB validated score	

2. Resourcing and workforce development

Please provide evidence that an effective workforce development strategy underpins the creation and development of a confident, competent and skilled workforce to help meet local youth justice priorities and to overcome the identified risks to future delivery.

Specifically describe (providing supporting evidence):			
2.1 How the YOT partnership ensures that the YOT has sufficient financial resources to deliver effective youth justice services locally.			
<p>Please provide written evidence here:</p> <p>Plymouth YOS is requesting funding from key partners to be held at 2009/10 levels. To this end confirmation has been received from Plymouth City Council that their funding will be uplifted by inflation. We are still awaiting a formal response from other partners, although our understanding is that they will be confirming support at current levels.</p> <p>Plymouth YOS has remained the lowest funded YOS within its family group, although on a cost per disposal basis we are just below the group average at £3004 against the average of £3286. The YOS is meeting all statutory requirements and in many areas performing well. The Plymouth YOS Management’s Board members have stated that the YOS represents a real Value For Money service as our performance overall remains relatively good or above.</p> <p>The YOS is also proactive in attracting additional funding. For example:</p> <ul style="list-style-type: none"> • YCAP funding of £350,000 per year with YOS Manager as lead on this for the city. • Wooden Spoon grant of £50,000 from a charitable organisation to install a professional quality kitchen at The Barn Prevention Centre • Big Frame arts funding from a Housing association for art work designed and owned by young people • Excellence Cluster Funding - provision for off school site education • Tackling Knife Action Programme (TKAP). The YOS as part of a joint partnership has secured £140,000. £10,000 will be for 13 - 24 victims and/or offenders of domestic abuse, £40,000 for YOS to develop programmes of work with young people in relation to tackling serious youth violence and £90,000 for enforcement which will be focused on evening/night time working 18 -24 years. 			
YOT partnership self-assessed score	Excellent	YJB validated score	
2.2 How the YOT partnership ensures that the YOT workforce is sufficient in capacity to deliver effective youth justice services locally.			
<p>Please provide written evidence here:</p> <p>The YOS has an establishment of 57 staff complimented by over 70 volunteers. We have recently recruited to a management post and we have an over-establishment secondment of a manager from Services for Children and Young People.</p> <p>All statutory partners second staff in line with requirements, we have a Probation Officer, a Police Officer, a Senior Nurse Specialist, a seconded Social Worker and an EWO. In addition, a manager on secondment from the Racial Equality Council is running our Prevention services. The Secondary Inclusion Partnership, which the YOS manages, comprises staff seconded from schools. The Designated Drugs and Alcohol Worker is deployed within the YOS.</p>			
YOT partnership self-assessed score	Good	YJB validated score	

2.3 The YOT partnership's workforce development strategy including supervision procedures, training plans and steps to ensure that the YOT workforce, as part of the wider children's workforce are Common Core compliant (<http://www.cwdcouncil.org.uk/common-core>).

Please provide written evidence here:

The Plymouth YOS is integrated within Services for Children and Young People's Directorate and is part of Children's Social Care within this Directorate. The YOS benefits directly from the Social Care Workforce Development Manager, who ensures that the highest quality of strategy and workforce development was/is being embedded into the Social Care profession, as well as part of the wider children's workforce strategy to ensure that services are Common Core compliant which includes supervision procedures and training plans as mentioned above. The YOS is currently in the process of introducing the Services for Children and Young People procedures and model for supervision.

All YOS staff have access to Social Care training to ensure;

- Effective communication and engagement with children young people and families;
- Child and young person development;
- Safeguarding and promoting the welfare of the child or young person;
- Supporting transitions;
- Multi-agency and integrated working;
- Information sharing.

A four-day training course introduces new workers to the various services in Plymouth's Services for Children and Young People department. The YOS has now been able to also secure places for our volunteers on this; it is particularly relevant for those looking to access a career working with young people.

In addition as detailed above the YOS has specialist training, which delivers particularly on specialist criminal justice areas of practice see 1.4 above. In addition to our in-house training, staff access YJB, LCJB and partner agencies specialised training. Our Inspection Improvement Plan Commits us to:

- Integrate our induction processes with Plymouth City Council processes;
- Review our supervision and appraisal processes and align them with Plymouth City Council
- Asset and intervention plan training to be delivered in May 2010 and followed through during monthly Supervision
- Training for staff in safeguarding and Risk of Harm

The YOS is also committed to a training and development programme for the operational management team. Consequently YOS have contracted an external consultant who has extensive experience in working with YOS management teams to undertake a management development programme with all of the managers in the service.

Volunteers receive the YJB Foundation Training, alongside either the YJB Panel Matters training or National Appropriate Adult Network Appropriate Adult training. YOS have included material from other agencies to make our training as relevant as possible. For example Routeways have developed a DVD, for workers that gives voice to young peoples' perception of what makes a good worker. This is integrated into our section on communication skills. YOS also offer alternative volunteering opportunities as mentors and mediators for which we have developed our own training. YOS are seeking National Accreditation for volunteer training programmes.

YOT partnership self-assessed score	Good	YJB validated score	

2.4 The extent to which staff have received diversity training and understand issues of disproportionality in the youth justice system.

Please provide written evidence here:

Plymouth City Council's broadly based diversity training forms part of new staff induction training. As with other training needs, appraisal and supervision identify additional needs. For example training with the Centre for Faith and Culture is available for all staff. The issues of being Black in Plymouth, has been discussed at a Service Meetings through the use of the film A New Beginning, that was made by Plymouth YOS young people. Diversity is a standing item in service meetings.

YOS knows from both local and national research some key groups are over-represented in the youth justice system including young people with learning needs and disabilities, mental and physical health as well as gender and ethnicity. YOS is able to access data regarding BME young people. Our response to this is detailed in Table 6 above. Within Plymouth's youth justice system, disproportionality, the majority of young people are males at 808 with 227 young women. This can and often therefore forms, our key pieces of work including interventions and design of programme work such as knife crimes and groups/gangs. Material from Stonewall, a national LGBT charity that deals with issues around homophobia now forms part of Diversity and Equality training for volunteers

YOS is less well informed around issues of learning needs and health needs. These are areas YOS will begin to address in 2010/11, including introducing a basic health care questionnaire for young people establishing whether a young person is registered with a G.P. and dentist.

Diversity was also highlighted from the recent Inspection as an area requiring work. An action group has been formed to look at the issues arising around diversity and to form a structured plan to address the issues being raised. This includes the roll out of additional training to staff and the development of specific programmes dealing with diversity. Some of the key actions will be:

- Training for staff on meeting the needs of BME young people
- Training for staff to address young people's discriminatory attitudes and the needs of perpetrators of hate crime
- To continue to use film with young people as a way of addressing the issues of hate crime, discrimination and victim support

The lead for this work is with one of our practice managers who ensures staff are addressing these issues appropriately, have the relevant programmes of work, training if needed etc.

YOT partnership self-assessed score	Adequate	YJB validated score	
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3. Access to universal and specialist services

Please provide evidence of the work undertaken by the YOT partnership to ensure that children and young people gain access to universal services they are entitled to.

Specifically describe (providing supporting evidence):

3.1 How the YOT partnership has developed effective strategic relationships to ensure the delivery of universal and specialist services to young people in the youth justice system.

Please provide written evidence here:

YOS has strong partnership arrangements. Some key aspects of those arrangements are that:

- The YOS is integrated within the Services for Children and Young People
- The YOS is also incorporated into the Children's Trust Board

- There are well established secondments processes, protocols and co-location practices
- The YOS works alongside not only Social Care but Lifelong Learning, Learner and Family Support and Performance and Policy
- YOS have good links with Probation and MAPPA
- Preventative Services work closely with both schools and the police
- YOS has very clearly defined links with health.

The above ensures that children and young people receive a holistic wrap round service to provide them with the best support, guidance and opportunities available for them.

The interests of the YOS are well represented within key strategic forums and agencies including:

- The Safe/Strong strand of the LSP, which incorporates the CDRP
- The Local Children’s Safeguarding Board which the YOS manager attends and is the Chair of the Safeguarding Sub-Group on Hidden Harm
- The YOS Manager represents the YOTs/YOS for Devon and Cornwall on the Local Criminal Justice Board (LCJB)
- The YOS works closely with the problem-solving group that underpins the work of the ASBU to develop preventative services
- Devon and Cornwall Probation Service to ensure appropriate inclusion in the local Multi-Agency Public Protection Procedures (MAPPA)

Effective local partnership working has ensured that strategic objectives linked to youth crime reduction are incorporated as indicators in the LAA and The Children and Young People’s Plan (CYPP) 2008 - 2011.

YOT partnership self-assessed score	Good	YJB validated score	
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3.2 How the YOT partnership ensures assessment, screening and referral is in place to identify and meet the universal and specialist services needs of young people in the youth justice system.

Please provide written evidence here:

All young people are assessed using Asset or Onset. Where these tools identify particular needs, referrals are made either to specialists in the service or where required outside agencies. The YOS is fortunate to have dedicated and experienced specialists. YOS specialists are able to directly access partner agency resources, to ensure a timely intervention. For example mental health will take an acute referral within 24 hours.

YOS has an operational manager seconded from the Services for Children and Young People - Advice and Assessment Service, which strengthens these links. A key objective of this secondment is enhancing safeguarding. Where needed YOS are able to refer cases to Services for Children and Young People broader services including education.

Strong links have been developed between the YOS Accommodation Officer, YOS Parenting Worker with 16 plus Services and Homeless Unit (see table 5).

Specialist workers can remain involved in cases after the end of court orders to ensure transitional arrangements into universal services and maximising the likelihood of sustainable outcomes. This also includes exit strategies to targeted youth support services.

The Prevention Services are working closely with Lifelong Learning to ensure young people access education and remain in school (see Table 4).

The Prevention Team also either supports others to complete CAFs or in some cases

instigate a CAF. They also work with other agencies as part of the team around the child to ensure successful outcomes for the child. This is also now to be rolled out in specialist team of the YOS.

Also see inspection report 2009 regarding the outcomes.

YOT partnership self-assessed score	Good	YJB validated score	
<p>3.3 How the partnership ensures that the YOT has the capacity and capability to enable young people in the youth justice system to access the universal and specialist services they need.</p> <p>Please provide written evidence here:</p> <p>As set out above the YOS works with a number of partners to ensure that the YOT has the capacity and capability to enable young people in the youth system to access services whether universal, targeted, specialist or a combination. Examples of this can be seen in sections 2.1, 2.2, 2.3 and 3.1.</p> <p>This has been a clear shift from when YOS was not a part of the Services for Children and Young People. This has brought about a much more integrated approach by all partners including health and education. For example the improvement in the ETE performance target has introduced new way of working by the Pupil Referral Units which includes the PEPs and staff now providing YOS with update reports on the young person progress.</p>			
YOT partnership self-assessed score	Good	YJB validated score	

4. Reductions in first-time entrants to the youth justice system

Please provide evidence that the YOT 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.

Specifically describe (providing supporting evidence):	
<p>4.1 How a partnership approach is taken to identifying and engaging those most at risk of entering the youth justice system for the first time.</p> <p>Please provide written evidence here:</p> <p>YOS have developed innovative partnerships across the city with organisations which include: Police, Youth Service, Anti-social Behaviour Unit, Children’s Trust, Think Family, FIP, Out of Hours and services within the Services for Children and Young People’s Directorate. These partnerships ensure YOS can meet the needs of young people who are at risk of offending including:</p> <ul style="list-style-type: none"> • Regular 6 monthly partnership meetings to identify young people • Regularly sharing intelligence with the police to ensure that YOS target the most at risk young people <p>There is also one referral form for all projects within the Prevention Team, which simplifies the referral process.</p> <p>YOS works with partners to provide a range positive activities in the community such as:</p> <ul style="list-style-type: none"> • Work with the police to provide a range sporting activities in the community such as non-contact boxing and hockey • Joint work with Theatre Royal to offer a dance and drama programme culminating in the opportunity to perform both locally and nationally and complete an Arts Award 	

- Work with health to provide a weekly sexual health clinic in the community and the provision of a healthy eating and substance misuse programme
- Work with library service to increase young people’s literacy levels and engagement with their local libraries
- Work with the Youth Service to provide Friday evening targeted sessions
- Work with housing associations on an arts based project Big Frame to develop positive imaging of young people in the community.

Examples of our broader partnership include projects targeted at keeping young people engaged in education:

- The Secondary Inclusion Programme (SIP) is a joint project with the Excellence Cluster working in partnership with 6 community colleges to offer an offsite 3 week programme for those young people most at risk of exclusion or school refusing to ensure that they remain or engage in mainstream education
- Work with Primary and community colleges Years 6 and 7 to ensure a smooth transition for children at risk of dropping out or struggling in the first year of secondary education
- Joint work with schools and police delivering Respecting Difference workshops to Years 6 and 7 to reduce bullying

These education programmes serve to reinforce partnership work including work with parents. Most importantly they are very successful in keeping young people within education. The SIP has a 96% success rate in young people returning back to their schools.

YOS advocates for and with young people and families. The strength of our partnerships enables us to ensure accessibility to other services including CAMHS, Harbour Centre (substance misuse), Hamoaze House (substance misuse and education), individual schools and broader universal services.

YOS also successfully bid for YCAP funding. A specific YCAP partnership has been established to ensure successful delivery. YOS managers and practitioners are leads for areas of work of YCAP, including YOS Officer in Custody Suites and Reparation in Leisure, evenings and weekends. YOS is developing a protocol agreement to ensure a partnership approach is taken to identifying young people most at risk of entering the youth criminal system for the first time. For example police can now immediately request information regarding a young person and what if any interventions are currently taking place, factors relating to background, family, education, health if known from the YOS and make speedy and appropriate decisions which relate to both identifying and engaging those most at risk of entering the youth justice system for the first time and look to lowering the thresholds so that this action becomes effective for the long term by making early and timely referrals to the Prevention team.

In order to engage young people the Prevention Team offers a diverse range of programmes. All young people are allocated to a named worker. Based on the Onset assessment individualised programmes including, where, appropriate group work is offered to young people. YOS also work with our partners to provide individual resources to support the young person during and after interventions as part of an ongoing process to ensure young people form and build up their own support systems in the community.

These developments are reported to and supported by the YOS Board. Where YOS have needed support to tackle challenging issues such as ETE, the Board has acted strategically to support service improvement.

YOT partnership self-assessed score	Good	YJB validated score	
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4.2 How a partnership approach is taken to the delivery of youth crime prevention services, including work with Youth Crime Action Plan-funded projects.

Please provide written evidence here:

The YOS Management Board has overall responsibility for the YCAP which was agreed at the Local Safeguarding Board due to elements such as Stay Safe. The YOS Manager provides progress and updates on all elements of YCAP including delivery of work and budgets, to the YOS Management Board. The YOS Manager also Chairs YCAP Leads Group on a quarterly basis for the updates, progress reports, sharing of good practice, budget reports to monitor under/over spends and planning for mainstreaming services once funding ends. The strength of our partnership working allows the YOS to deliver a diverse range of programmes that both deliver youth crime prevention services and meet identified needs of young people at risk of offending in the City.

The YCAP initiative has strengthened this partnership working by targeting and delivering programmes for reducing crime and anti-social behaviour. There is a strong collective ethos developing which is evidenced by attendance at meetings and a collective problem solving approach. Examples of our YCAP work include:

- Stay Safe in conjunction with the Police, Youth Service and Out of Hours - Services for Children’s Social Care
- Streetwise Youth Service in conjunction with the Police, Harbour and Careers South West;
- Restorative Justice - Triage in conjunction with the Police and victims;
- Mentoring - In conjunction with volunteers;
- Support for young victims

The Youth Task Force regularly visit Plymouth YCAP funded projects and has identified key pieces of work as examples of good practice including Support for young victims and Stay Safe.

TKAP funding (see 2.1 above) has also been secured for the forthcoming financial year to target those young people involved with or at risk of being involved with violent crime. This will identify a core group of young people and through intensive work with them develop sustainable interventions to be delivered across a range of services. Exit strategies into training and employment have also been secured for this group.

YOT partnership self-assessed score	Good	YJB validated score	
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4.3 The prevention services delivered by the YOT partnership and how these services have been informed by analysis of the first-time entrant population and referrals to prevention programmes.

Please provide written evidence here:

To target YIP delivery, YOS have used data on where young people, who offend, live. The target of 50 young people is being delivered across two distinct higher crime areas, identified in partnership with police, health, schools and community projects. For example the SIP programmes are targeting schools with exclusions and whose intake areas include higher crime neighbourhoods. Our ongoing monitoring and analysis of Onset data enables us to ensure that the programmes YOS deliver, tackle the risk and enhance the protective factors for young people and their families.

YOS are specifically targeting programmes based on the risk factors being evidenced through Onset. YOS are also looking to ensure that our programmes address the ECM outcomes. For example in setting up the Big Frame project YOS identified that perceptions of low self-esteem were common to many young people. YOS were also aware within some communities of a negative perception of young people. The Big

Frame project is community arts based. On garage walls, which are highly visible within the neighbourhood, YOS are creating a gallery space where consented self-portraits created by young people are being exhibited. YOS are working from a perspective of sense-of-self and family mythology linked to integrating young people within their community.

Another example would be physical and mental health. YOS have identified health as a significant risk factor amongst young people. To address these needs YOS have worked with practitioners in Public Health to deliver:

- Teen Cuisine - A healthy eating programme. This has led to gaining funding for a kitchen at the Barn Centre. YOS aspire to opening a Teen Cuisine Café
- A regular sexual health clinic
- Sessions to tackle substance misuse
- A girls group on health and beauty

Our dance work with the Theatre Royal enhances body imaging and self-esteem in young women.

YOT partnership self-assessed score	Adequate	YJB validated score	
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5. Reducing reoffending

Please provide evidence that the YOT 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

Specifically describe (providing supporting evidence):

5.1 How the YOT has analysed the reoffending cohorts and rates to inform the YOT partnership's reducing reoffending strategy/plan.

Please provide written evidence here:

This information is provided to the YOS Management Board on a quarterly basis including analysis of trends and links to other indicators e.g. ETE data where as mentioned above and as a consequence, strategic actions were taken to improve performance.

Also partners provide information and analysis. For example Community Safety Partnership presented information to the YOS Management Board to improve upon reducing reoffending by better understanding offences by young people and ensure all partners take responsibility to address reoffending rates within their strategies and plans as part of supporting YOS to reduce reoffending. This should be embedded in partner's plans for the forthcoming year and therefore currently limited information is available.

Other work includes Deter as part of the Prolific and Priority Offender Strategy. The YOS reports to a partnership group as part of the LAA and the LCJB, who now have the responsibility for Deter. YOS therefore analyses this information regularly, as part of reporting to the two bodies. The protocol for Devon and Cornwall for Deter cohort has yet to be fully agreed and has impacted upon partnership strategies on reducing reoffending as unclear on what/how information is to be gathered and presented for analysis.

During 2009/10 dip sampling was carried out by the LCJB Offending & Re-offending sub group where Plymouth YOS case were analysed.

Also as mentioned see violent crime analysis 1.3 above.

YOT partnership self-assessed score	Good	YJB validated score	
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5.2 The range and type of interventions available including alternatives to custody and how these have been developed to meet the identified need.

Please provide written evidence here:

For all cases, case managers use offending behaviour programmes as a key aspect of work with young people. Our programmes are individualised based on criminogenic risk factors and learning styles. Programmes YOS deliver include:

- Consequential thinking
- Problem solving
- Anger management
- Victim awareness/empathy
- Knife crime awareness
- Teen-Talk

YOS have two direct alternatives to custody Intensive Supervision and Surveillance (ISS) and the Intensive Referral Order (IRO). The IRO is a three month 15 hours per week timetabled and targeted intervention aimed at more serious offences and higher risk of custody. Following an IRO being made, a referral panel meets within 5 days to determine the details of the contract.

The ISS is available over both 6 and 12 months and is targeted according to seriousness and risk. The ISS also targets work based on criminogenic risks identified in Asset. In addition, drawing upon their enhanced knowledge of young people, programmes are tailored to individualised needs. The range of work includes:

- Independent living skills
- Work with parents and families
- Substance misuse work
- Sustainable and constructive leisure pursuits
- Mentoring
- Skills for work and securing employment
- Supported referrals to other agencies
- Cultural awareness work
- Getting Connected - self determined goal analysis

At the end of programmes as the young persons hours reduce, YOS are looking to ensure that young people are settled in other provision and able to sustain a non-offending lifestyle.

Our links with Services for Children and Young People mean that YOS are able to access residential resources as part of packages to keep young people out of custody. For example YOS has recently used a 90-day residence requirement within a YRO, as part of a programme.

Also work is taking place with partners to maximising the utilisation of requirements of the YRO e.g. drug treatment requirement, exclusion requirements.

YOT partnership self-assessed score	Adequate	YJB validated score	
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5.3 How the YOT works to enable children and young people to comply with the requirements of their orders and ensures robust enforcement and timely breach processes when necessary.

Please provide written evidence here:

The Inspection found that: *In 75% of cases where it had been needed, enforcement action was taken sufficiently well.* Our current approach includes:

- Flexibility from staff to meet the needs of young people and adaptation of interventions to match learning styles

<ul style="list-style-type: none"> Breach panel set up for staff to discuss breaches with court officer Staff discuss all breaches with a Team Manager, who records the decision on YOIS, in key stages window prior to staff instigating breach proceedings Maintaining good relationship with courts so as to enable easy access to court lists Court listing office assist with priority listing of high risk/vulnerable cases <p>YOS has a very good relationship with the Youth Court; if risk is high this allows rapid listing of cases. It also allows us to work with the courts to sanction young people but where appropriate continue with the Order. Our preparation for the YRO has included discussions on the new powers under breach.</p>			
YOT partnership self-assessed score	Good	YJB validated score	

6. Custody

Please provide evidence that the YOT 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.

Specifically describe (providing supporting evidence):			
6.1 The work undertaken to build and maintain a strong relationship and communication with courts and sentencers.			
<p>Please provide written evidence here:</p> <p>Plymouth YOS has a positive and robust working relationship with the local Youth Court as evidenced in a relatively low custody rate. YOS has a consistent presence in court and receives positive feedback from the Youth Court on our work. YOS's work with courts and sentencers includes:</p> <ul style="list-style-type: none"> Attending all youth bench magistrate meetings to give and receive feedback Delivery of presentations and training to magistrates prior to and during the implementation of the YRO/Scaled approach All court user groups are attended Magistrates giving feedback on reports both in court and through the court user group The Youth Court being represented on the YOS Management Board The YOS Manager represents the YOTs/YOS for Devon and Cornwall on the Local Criminal Justice Board (LCJB) where a strong relationship exists with courts and sentencers 			
YOT partnership self-assessed score	Good	YJB validated score	
6.2 The arrangements in place to reduce the use of custody and remands to custody.			
<p>Please provide written evidence here:</p> <p>YOS have a relatively low custody rate. The arrangements in place to reduce the use of custody include:</p> <ul style="list-style-type: none"> IRS works to prevent recall on licence Development of emergency accommodation with Housing, Social Care and Supporting People YOS attends the Social Care Resource Panel to access resources to assist in the creating of community interventions Extension of periods of care of young people (S20) following remands to Local Authority Accommodation 			

<ul style="list-style-type: none"> • PSR QA process • Policy of staff attending court for all options PSR's • A dedicated bail and remand worker • Use of ISS bail • Effective programmes as an alternative to custodial sentences <p>The YOS with Social Care is now planning to look at remand fostering to further reduce custody. Early discussions regarding this are currently underway.</p> <p>For details of programmes please see 5.2 above. For information regarding BME young people see Table 6 above.</p>			
YOT partnership self-assessed score	Good	YJB validated score	
6.3 How the YOT Management Board maintains oversight of use of custodial remands and sentencing.			
<p>Please provide written evidence here:</p> <p>The rates of custodial sentences and an analysis of trends are reported quarterly to the YOS Management Board.</p> <p>See above 3.1, 3.2, 4.2, 6.2, for further details.</p>			
YOT partnership self-assessed score	Good	YJB validated score	
6.4 How the YOT works across the partnership to ensure effective resettlement for children and young people being released from custody.			
<p>Please provide written evidence here:</p> <p>YOS has effective inter-agency arrangements and strong partnership working support in this area of work. For all custodial cases, there is an automatic referral to the Accommodation Officer and the Parenting Worker. YOS is active in ensuring Services for Children and Young People attend key custodial meetings as well as any other key agencies. On release there is a clear plan for every young person including accommodation and ETE. See Table 5 above for details.</p> <p>MAPPA involvement also takes place pre-release for higher risk cases. Other YOS's are involved when accommodation falls outside of Plymouth city boundaries.</p>			
YOT partnership self-assessed score	Good	YJB validated score	

7. Risk of serious harm

Please provide evidence that the YOT partnership has contributed to addressing risk of serious harm to the public through local application of YJB risk of serious harm procedures.

Specifically describe (providing supporting evidence):

7.1 The procedures in place to identify and manage risk of serious harm to others.

Please provide written evidence here:

The assessment and management of risk of harm is a core function of the YOS. Through the implementation of targeted interventions and systematic management of risk, the case manager comprehensively provides, through their practice an individualised risk framework, which echoes the principles of effective practice established by the YJB. The Inspection Report 02 2010 states that; *Classification of RoSH levels was assessed as being accurate in 90% of cases; all cases accepted by MAPPA met the criteria and had been allocated to the appropriate level* YOS has a written procedure on RoSH. The procedures YOS has in place, to manage

RoSH are as follows:

- YOS use Asset to screen for risk of harm and where needed RoSH Asset and plans are completed
- All RoSH's are quality assured by a manager and countersigned when of sufficient quality
- Data spreadsheets are produced fortnightly and sent to all staff to highlight RoSH's required, date of reviews, risk and vulnerability management plans required, dates of reviews required
- All RMPs and VMPs signed off by a manager
- Fortnightly risk and vulnerability management planning meetings for staff to book into to discuss issues and develop RMP and VMPs
- Chaired by an operational or service manager with either Team Manager or senior practitioner in support

Dip sampling is being introduced to quality assure those Assets with RoH and vulnerability sections scored as low to ensure that staff are assessing threshold levels correctly.

YOT partnership self-assessed score	Good	YJB validated score	
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7.2 The procedures for the ongoing management of young people under the local MAPPA arrangements.

Please provide written evidence here:

Plymouth YOS has recently undertaken training with staff on MAPP. YOS has excellent working relations with the MAPP Coordinator and can list young people as needed. The procedures for management of young people under MAPPA include:

- All MAPPA cases are identified at point of sentence and reviewed through Risk/Vulnerability planning meetings and supervision
- A Team Manager attends MAPP 2 meetings with the Case Manager and RMPs incorporates actions decided at MAPP meetings

In addition YOS has ready access to the Dangerous Offender Liaison police officers.

YOT partnership self-assessed score	Good	YJB validated score	
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7.3 How these RoSH and MAPPA procedures are overseen by the YOT management team and board to ensure quality and continuous improvement in services.

Please provide written evidence here:

YOS have recently reviewed how we are managing risk of serious harm and developed new procedures. Key aspects of the process are that:

- Young people that require a MAPPA referral are identified at point of sentence and reviewed through the RoSH assessment process
- Those that trigger risk/vulnerability management plan (RMP/VMP) are booked into a review meeting
- RoSH/vulnerability meetings are held fortnightly and always chaired by a manager
- The practitioner presents the plan to the review and they are discussed amendments are made as needed
- The manager signs of the RMP/VMP
- Plans are reviewed as needed within the review meetings

Where the RoSH plan indicates that a MAPPA referral is required the referral is discussed within supervision and the RoSH is assessment reviewed. A MAPPA referral is completed by the Case Manager and is over seen and countersigned by a Team

Manager. The Team Manager attends the MAPPA meetings from which an action plan is agreed and included into the intervention plan of that young person.

YOS have started identifying second workers to co-manage high risk or high risk of re-offending cases to ensure continuity for the young person.

The YOS has good working relationships and protocols in place with criminal justice services. At the strategic level this is in place through the LCJB where all procedures are annually reviewed with partners including Police, Probation, Magistrates and Crown Courts, CPS, and G4S. Integral to all these is agreed processes for high risk cases. This also forms 6 weekly performance reports to the LCJB where as a partnership quality and improved services are discussed at this strategic level and agreements reached on how to improve services at the point of delivery.

YOT partnership self-assessed score	Good	YJB validated score	
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8. Safeguarding

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

Specifically describe (providing supporting evidence):

8.1 The safeguarding procedures in place to ensure the comprehensive, accurate and timely identification, assessment and management of safeguarding needs.

Please provide written evidence here:

The YOS views Safeguarding as central to our work, both specifically in terms of case by case and in the broader perspective as part of Working Together. The YOS Manager, as a member of the Local Children’s Safeguarding Board (LCSB) is well placed strategically to ensure that safeguarding procedures are comprehensive and managed appropriately at all levels and in partnership as well as in-house. Also as part of Children’s Social Care clear safeguarding policies are in place and training is provided to all staff as part of the LSCB.

The YOS’s procedures to promote safeguarding are as follows:

- Assets quality assured in supervision and at PSR stage
- VMPs are completed on cases where vulnerability is assessed as medium and above and agreed by Managers
- Cases are referred as appropriate to other agencies including Social Care
- YOS staff attend partnership strategy meetings as necessary and appropriate to ensure all safeguarding work being both carried and agreed is joined up
- All staff attend mandatory multi-agency safeguarding training
- Where there are child protection concerns, YOS follows Social Care Child Protection procedures

YOS’s Accommodation policy includes a clear pathway of joint working between Children’s Social Care, Housing and the YOS to ensure that those identified as a Child in Need under the Children Act 1989, are fast-tracked into emergency/appropriate accommodation reducing their vulnerability and consequently the risk of re-offending as set out above.

On a fortnightly basis a wizard is produced for practitioners and Managers that highlights vulnerability plans that need completing, reviewing and closing. Any issues with quality assurance and timeliness are dealt within one to one supervision.

Within the recent Inspection of the service HMIP found that the percentage of Safeguarding work that was judged to have met a sufficiently high level of quality at 70% with Moderate improvement required. *76% of plans took into account safeguarding needs and 83% included positive factors in the child or young person’s*

life. However, HMIP also found that YOS vulnerability screening was *accurate in only 56% of cases* so we recognise that this is an area where improvement is still needed. However VMP's are completed for all cases assessed as medium or above.

YOS has always worked closely and shared information with the partners to ensure that any checks that need to be made, can be, including the police checks for all cases made in-house and on Carefirst, if a young person's safeguarding needs are a cause for concern or are being assessed. For the TRIAGE process safeguarding is central as it is the work of the police and the YOS Officer in Custody Suite that ensures this process as does the role of Appropriate Adult which the YOS provides as a matter of course for all young people under 16 and is now moving to 17.

The YOS also has a seconded Team Manager from Children's Social Care who's background and secondment arrangement ensure that safeguarding identification is comprehensive and needs are met by services. This is complemented as mentioned above by specialist staff within the YOS who are well placed to further advise or work with young people ensuring safeguarding procedures are accurate, timely and meet the needs of young people.

Connectivity is fully implemented by the YOS to assist in sharing information with the Secure Estates especially regarding vulnerability and risk.

Also as part of an induction procedure, in future all staff will attend safeguarding training. In order to foster a greater communication and understanding of constraints and thresholds, all staff will also undertake one weeks shadowing in Children's Social Care.

The Prevention Team prioritises safeguarding and is fully incorporated at all levels of practice including ONSET and all work is planned to align with Every Child Matters (EIA). For example the work of the YISP team clearly identifies and follows the same process and procedure as Asset. In planning of work programmes with young people the work is developed and outcomes are linked to EIA.

YOT partnership self-assessed score	Good	YJB validated score	
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8.2 How the implementation of these safeguarding procedures is overseen by the YOT management team and board to ensure quality and continuous improvement in services.

Please provide written evidence here:

As set out above implementation of safeguarding procedures is overseen by YOS management. The YOS Manager is also a member of the Children's Social Care Management Team and is able to raise management concerns in the first instant at this senior level. The YOS Manager is also a member of a number of partnerships Boards including the Local Children's Safeguarding Board as mentioned above and Emotional Health and Well Being Board which also delivers tiered CAMHS services. These Boards look jointly at quality and continuous improvement at the strategic level in terms of safeguarding as does the YOS Management Board where safeguarding underpins Board leadership. In terms of practice, implementation, quality and continuous improvement within the YOS this safeguarding is central to work and is overseen as set out above and to ensure quality and continuous improvement in terms of safeguarding procedures this is carried out for example;

- Through supervision processes
- Monitoring of Data spreadsheets
- Through Risk/vulnerability Management Meetings and plans

Also as mentioned above the implementation of safeguarding procedures forms all aspects of the Prevention Teams work as it does of the specialists. Examples of this include accommodation, mental health, ISS, PSR's, timely referrals, transitions/transfer and partnership working, the work being carried out as part of

YCAP, Missing Persons and ASB.			
YOT partnership self-assessed score	Good	YJB validated score	
8.3 How the YOT works with children's services to ensure that children and young people at risk of entering or in the youth justice system are kept safe from harm.			
Please provide written evidence here: The YOS Manager is the lead for the city on the delivery of YCAP. All elements of YCAP forms comprehensive relationships with children's services to ensure that children and young people at risk of entering or in the youth justice system are kept safe from harm. For example through the work of Streetwise, a team of youth workers intervene by carrying out targeted youth work with young people by diverting them away from offending and into safer activities by referring them to programmes of work e.g. The Zone. Also Stay Safe work ensures that on a regular basis (monthly) on Fridays/Saturday evenings a joint team of workers which includes police, social workers, youth workers and other staff from other partnerships, target areas/neighbourhoods, that have been identified by partners where young people may not be safe e.g. high levels of drinking, risk of unsafe sex, and are returned home safe, followed by a discussion with the young person and their parents in terms of safeguarding. As part of the Children's Trust comprehensive consultation work has been carried out with young people and bullying featured as their highest concern. After school patrols ensures that bullying is minimised and young people are safe, not just in schools, but outside as well. These patrols take place at lunch breaks, after school and on buses by the police. Also see above regarding TRIAGE. The YOS Prevention Team uses the Onset system to assess children and young people's needs. This includes assessing the risk of serious harm and the vulnerability management plans. As part of the Prevention Team's referral process, checks are always carried out on young people and their families through CareFirst, YOIS, and police databases. YOS also either supports others to complete CAFs on young people who are part of their cases and in some cases YOS instigate a CAF. YOS works with other agencies as part of the team around the child to ensure successful safe outcomes for the child. The YOS also works closely with the Missing Persons Team by providing funding in kind in terms of co-locating with YOS and working closely to ensure young people who are at risk of entering and/or are in the youth justice system and go missing are alerted to the Missing Persons Team to ensure their safety. Further work as mentioned above also includes partnership working with health including CAMHS.			
YOT partnership self-assessed score	Good	YJB validated score	

9. Victim and public confidence

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

Specifically describe (providing supporting evidence):

9.1 How the YOT partnership seeks feedback from service users about the quality of services it delivers and how this feedback has informed service development.

Please provide written evidence here:

As mentioned above YOS as part of a wider partnership seek views from service users as part of a rolling programme of work for the Children's Trust. Young people within the youth justice service are asked to complete the 'What do you think' part of the assessment process to ensure engagement and give the young person an opportunity for self assessment. The YOS also seeks feedback victim's as follows;

- YOS currently has a dedicated Victim Liaison Worker to ensure the quality of service to victims and collection of feedback continues to be monitored and developed accordingly.
- The views of victims are recorded on Victim Feedback Forms which are filled out once Restorative Justice process has been completed.
- Information sought includes feedback on the offers of Restorative Justice they received, the inclusiveness of the service, the level to which they were kept informed of youth justice processes, the helpfulness of the Victim Liaison Worker and the overall level of service received from YOS.
- All victims are asked how they feel our service can be improved through the Victim Feedback Forms.
- Victims' views are passed on to the Team Manager, who will consider feedback and strategise accordingly.
- Within the YOS team, a Focus Group (consisting of a Team Manager, Seconded Police Officer, Restorative Justice Coordinator and Victim Liaison Worker) meets once a month to monitor, evaluate and advance the service to victims, informed by feedback received.
- All victims are given a leaflet detailing YOS policies regarding complaints. In the event that a victim passes on their feedback through making a complaint, it would be acknowledged and dealt with accordingly by the Service Manager.
- The collection and analysis of victim feedback has informed service development by previously indicating that carrying out more home visits to victims would be beneficial. All victims (excluding retail victims) are now offered a home visit at the first point of contact.

The Prevention Team also ensures feedback takes place and through this process has developed and improved services as follows;

- Established a parent group, Get Active and Participate (GAAP). This group provides feedback to the service which enables us to develop the service. This group are now trained as volunteers.
- All young people complete a simple end of programme questionnaire and this has led to changes in the types of programmes being delivered and assessing their effectiveness for example as mentioned above self imaging of girls and young women's work has now been introduced
- Young people wanted to and have made three films about specific aspects of the service which includes ABC's and racism.

YOT partnership self-assessed score	Adequate	YJB validated score	
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9.2 The victim and restorative justice services delivered by the YOT partnership and how the YOT has reviewed these services to inform its victim/restorative justice strategy.

Please provide written evidence here:

The YOS partnership prioritised this area of work by reviewing and allocating additional resources from the YOS budget and making better use of other funding including YCAP. Therefore following this process this YOS delivers the following services relating to victims and restorative justice:

- A Victim Liaison Worker acts as a dedicated point of contact with all victims.
- All victims receive a letter and YOS leaflets.
- Within 5 working days of receiving a letter, victims are contacted and offered a home visit.

- Additional needs of victims are identified, taken into account and catered to accordingly. (e.g. YOS recently commissioned a Translator to assist in victim liaison work).
- A victim impact statement is completed and passed on to case managers so that victims' views can be represented in Pre Sentence Reports (PSRs).
- Victims are informed of restorative justice processes and are given the options to; Accept a letter of apology, Write a letter (or otherwise express their views) to the offender, take part in mediation or shuttle mediation and participate in a victim/offender restorative conference.
- Victims (where appropriate) are invited to and encouraged to attend Referral Order Panels, where they would be prepared and supported by a dedicated independent worker.
- Victims are offered direct reparation, arranged, risk assessed and supervised by reparation workers. Victims can also put forward suggestions for indirect community reparation activities.
- Examples of reparation include; produce from the YOS allotment is given to local community groups and local nursery equipment has been renovated.
- Victims can choose to be kept informed of reparation progress.
- Victims are contacted and sent literature post sentencing, to inform them of court outcomes.
- Through YCAP funding, short films are being made to reach young people through their mobile phones and schools around support for victims and the reporting of crimes.
- Training has been scheduled for April to empower existing volunteers to support young victims, and encourage victim participation at Referral Order Panels.
- A Focus Group has been established (consisting of a Team Manager, Seconded Police Officer, Restorative Justice Coordinator and Victim Liaison Worker) to monitor, evaluate and advance restorative justice services to victims monthly.
- Research across the service was recently undertaken to establish practitioners' views on improving services to victims. As a result of this, many improvements have been made, including an increase in direct contact with victims and the processes of facilitating victim/offender restorative conferences.

Reviews of YOS services have also highlighted the following needs and areas of improvement in restorative justice, which are currently being addressed through the Focus Group and at Managerial level.

- Increase in public awareness of restorative justice by publicising success and new initiatives in local media.
- Developing an infrastructure to allow YOS to deliver earlier interventions to victims.
- Representation of restorative justice services at multiagency locality meetings.
- Strengthening links with diverse community groups to ensure social inclusion.

YOT partnership self-assessed score	Adequate	YJB validated score	
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9.3 How the YOT partnership engages with local communities to improve public confidence in the criminal justice system.

Please provide written evidence here:

The YOS, as a member of the LCJB share in the goal to improve public confidence in the criminal justice system. The YOS Manager has therefore been active at a strategic level, as part of LCJB in a number of annual events to improve public confidence including the staging of a ‘Question Time’ event where unsurprisingly youth crime featured as key topic of discussion. The LCJB also has the provision of Communications Officer who works alongside YOT/YOS’s to ensure that positive media stories and events regarding young people in the criminal justice system are shared with the public. Recent events has also included ‘You Be The Judge’ and the celebration with Plymouth Magistrates Court of, 100 years Youth Courts. The YOS is also a member of the CDRP and has participated in CDRP events including ‘Face The People’ also at PACT meetings as mentioned above both with young people and adults and as Plymouth moves towards Localities working, the YOS is actively participating with young people and families to ensure that communities have every confidence in the YOS partnership’s work of the criminal justice system. The YOS also as a member of both Children’s Trust and the LCSB benefits from Communication Officers from Services for Children & Young People, Police and Health. Both partnerships are drawing up a clear agreed policy, to ensure that public confidence is central to the work of these joint partnerships. Also the work of YCAP is largely highly visible work as mentioned above and therefore communities are encouraged to feedback particularly to PACT meetings and other forums including Locality Meetings on whether public confidence is improving.

The YOS also engages with local communities to improve public confidence in the criminal justice system in the following ways:

- YOS works alongside and informs local businesses of restorative justice processes, inviting them to join the Plymouth Against Retail Crime (PARC) initiative. YOS is one of the funders of PARC service.
- YOS recruits and trains community members to volunteer, giving them an understanding of youth justice processes and allowing them to contribute their time and skills to reduce crime.
- Representatives from the Prevention Team attend local multi agency meetings to increase public confidence in the youth justice system and YOS services.
- The Prevention Team delivers group work and sporting opportunities in the community which have been widely reported in local media, informing the public of YOS crime prevention initiatives.
- The Prevention Team have established a community parent’s forum (‘Get Active and Participate’) to empower parents to support the reduction of youth offending.
- YOS works directly with victims of crime, offering information, support and restorative justice opportunities to improve public confidence in the justice system as set out above.
- YOS facilitates young people working alongside allotment holders at the YOS allotment breaking down barriers between young people and older members of the community
- The Local Authority provides Reparation Activities e.g. Tidy Plymouth which includes graffiti removal and litter picking

YOT partnership self-assessed score	Adequate	YJB validated score	
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Section 3: YOT partnership improvement plan

The YOT partnership must set out its plans to address gaps and risks identified during the C&C Self-Assessment process. The YJB is aware that some YOTs may have had a recent HMI Probation Core Case Inspection and subsequently produced an improvement plan. This plan should be reflected within the capacity and capability improvement plan.

Examples of risks could include the following:

- the absence of a required management or operational process posing a risk to achieving the YOTs objectives e.g. the absence of effective quality assurance or management oversight posing a risk to achieving the YOT's objectives
- a potential lack of financial, human or other resources to meet established needs or demands. Examples might include funding pressures, lack of specialised skills, unreliable information or other management systems.
- a potential failure to identify and/or respond to external pressure on the YOT partnership and the services it provides. Examples might include a failure to anticipate demographic or legislative change.

Risk identified via C&C Self-Assessment	Action to overcome this risk	Success criteria	Owner	Deadline
1.3 Limited evaluation of the effectiveness of interventions has resulted in an uncoordinated approach to service delivery.	Greater use of 'What do you think' assets Develop formal feedback process at end of orders to evaluate outcome of individual elements of the plan Young People Feedback Group to be set up Programmes to be linked with specific risk factors identified	Better understanding of the outcomes from a young person's point of view. Clearer knowledge of gaps within provision and the ability to take steps to address. More co-ordinated and targeted delivery of interventions both to individuals and groups. Reduction in ASSET scores	YOS Management Team	March 2011 (reviewed at 6 months)

	in ASSET			
2.4 Diversity training and understanding issue of disproportionality in the youth justice system	SEE ATTACHED INSPECTION IMPROVEMENT PLAN Item 7	SEE ATTACHED INSPECTION IMPROVEMENT PLAN Item 7 Improved outcomes for young people at risk of offending and/or reoffending Confident workforce with ability to understand disproportionality in the youth justice system Improved and accurate records of minority groups and needs Better able to provide information to families, young people and partners	SEE ATTACHED INSPECTION IMPROVEMENT PLAN Item 7	SEE ATTACHED INSPECTION IMPROVEMENT PLAN Item 7
4.3 Limited analysis, apart from the YIP 50, of the FTE population has resulted in the service being reactive rather than pro-active.	Annually Undertake full analysis of FTE assets to review factors relating to the offending.	Ability to target preventative work across the city. Tailor interventions appropriately. Inform partner agencies to enable co-ordinated response to 'hotspot' factors or areas.	YOS Manager (supported by Office Manager/Team Manager)	June 2010 and thereafter January of each year from 2011 to inform better planning for forthcoming year.
5.2 Available programmes or alternatives have not been targeted at young peoples identified needs in a cohesive way.	<ul style="list-style-type: none"> Detailed analysis of asset to identify the main drivers behind offending. Review of available 	Completion of analysis Review completed and comprehensive catalogue developed. PSR procedures reviewed and	YOS Manager (supported by Office Manager/Team Manager)	October 2010 July 2010 September 2010

<p>SEE ATTACHED INSPECTION IMPROVEMENT PLAN 1,2,3,4</p>	<p>resources.</p> <ul style="list-style-type: none"> • PSR gatekeeping process using Scaled Approach to be made robust and include proposed programmes within case plan 	<p>amended</p>	<p>Team Managers</p> <p>YOS Manager (supported by Team Manager)</p>	
<p>9.1 YOS partnership is to seek feedback from service users including victims regarding quality of services to improve services and ensure regular reviews inform future victim/restorative justice strategies</p>	<ul style="list-style-type: none"> • Collect regular feedback from victims to inform service accordingly and develop an appropriate tool to gather feedback. • Ensure that services delivered by YOS are in line with National Standards as set out by the Youth Justice Board and the Code of Practice for Victims of Crime. • Staff training to incorporate restorative justice 	<ul style="list-style-type: none"> • Service improvement as a result of feedback received and evident • Victim Feedback Form is monitored and considered at Restorative Justice Focus Group and through supervision and used to inform and develop service. accordingly • Ongoing monitoring to ensure feedback process is both maintained and sustained with annual reviews to adjust feedback process to effect further improvements 	<p>YOS Manager (supported by Team Managers)</p> <p>Victim Liaison Worker / Team Manager / Restorative Justice Focus Group</p>	<p>Immediate and review every 2 months for first 12 months</p> <p>March 2011</p>

Part three: YOT partnership C&C Self-Assessment sign-off

YOT Management Board chair sign-off		
Name	Signature	Date

Part four: YOT partnership C&C Self-Assessment validation feedback report

This section will be completed by the YJB regional team. YOTs do not need to insert any performance data/information into this section. The YJB regional team will complete this section after the validation process has ended and the entire document will be returned to the YOT.

Overall YOT performance judgement

This is the YJB's overall judgement of the YOTs performance. It is a balanced judgement of the YOT's performance against National Indicators and its capacity and capability to sustain and improve upon current performance.

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National Indicator performance judgement

The national Indicator performance is judged according to two factors:

- direction of travel
- comparison to family.

In both cases, first-time entrants and reoffending are given double weighting as they are the primary youth justice indicators. The most current National Indicator performance data will be used to determine the judgement.

YOT National Indicator (NI) performance judgement dashboard

	NI 19	NI 43	NI 45	NI 46	NI 111
Direction of travel					
Sample/cohort size					
2007/08 NI performance					
2008/09 NI performance					
% point diff.					
Significant? (yes/no)					

Assessment					
Score					
Family comparator					
Sample/cohort size					
2008/09 YOT NI score					
2008/09 Family NI score					
% point diff.					
Significant? (yes/no)					
Assessment					
Score					
Overall score					
National Indicator performance judgement					

National Indicator performance judgement bandings

Performing excellently against NI:	>= 21	Performing well against NI:	>= 17.5 & <21	Performing adequately against NI:	>= 13 & < 17.5	Performing poorly against NI:	<13
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Capacity and capability judgement

The nine capacity and capability areas have varying numbers of critical activities. Therefore the score for each outcome area will be the average of the individual critical activity scores. The total of the averaged scores determines the capacity and capability judgement statement.

Any town YOT capacity and capability judgement dashboard

	YJB validated score
APIS	
Resourcing and workforce development	
Access to universal services	
Reduction in first-time entrants	
Reducing reoffending	
Custody	
Risk of serious harm	
Safeguarding	
Victims and public confidence	
Overall score	
Capacity and capability judgement	

Capacity and capability judgement bandings

Excellent C&C to sustain and improve perf.	>21.5	Good C&C to sustain and improve perf.	>13.5 & <= 21.5	Adequate C&C to sustain and improve perf.	>7 & <=13.5	Poor C&C to sustain and improve perf.	<=7
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Monitoring priorities

Notable and innovative practice