



Youth Justice Board  
Bwrdd Cyfiawnder Ieuenctid

## **Appendix 1**

# **Youth Justice Plan 2008/09 (Capacity and Capability Plan)**

## Glossary

<b>ABC</b>	Acceptable Behaviour Contract	<b>LCJB</b>	Local Criminal Justice Board
<b>APACS</b>	Assessment of Police and Community Safety	<b>LEA</b>	Local Education Authority
<b>ASB</b>	Anti Social Behaviour	<b>LPSA</b>	Local Public Service Agreement
<b>ASBO</b>	Anti Social Behaviour Order	<b>LSCB</b>	Local Safeguarding Children Board (ACPC)
<b>APA</b>	Annual Performance Assessment	<b>MAPPA</b>	Multi Agency Public Protection Arrangements
<b>APO</b>	Action Plan Order	<b>NEET</b>	Not in Education, Employment or Training
<b>APIS</b>	Assessment, Planning, Intervention & Supervision	<b>ONSET</b>	Early Intervention Assessment Tool
<b>ASSET</b>	Assessment Tool Planning, Interventions and Supervision	<b>OLASS</b>	Offender Learning and Skills Service
<b>BME</b>	Black & Minority Ethnic	<b>PACE</b>	Police and Criminal Evidence Act
<b>CAF</b>	Common Assessment Framework	<b>P&amp;D</b>	Prevent and Deter
<b>CAMHS</b>	Child and Adolescence Mental Health Service	<b>PAYP</b>	Positive Activities for Young People
<b>CJSSS</b>	Criminal Justice Simple Speedy Summary	<b>PCEP</b>	Professional Certificate in Effective Practice
<b>CPN</b>	Community Psychiatric Nurse	<b>PCT</b>	Primary Care Trust
<b>CPS</b>	Crown Prosecution Service	<b>PYO</b>	Persistent Young Offender
<b>CYPTB</b>	Children and Young Person Trust Board	<b>PSR</b>	Pre Sentence Report
<b>DAAT</b>	Drug and Alcohol Team	<b>RJ</b>	Restorative Justice
<b>DTO</b>	Detention and Training Order	<b>RLAA</b>	Remand to local Authority Accommodation
<b>ECM</b>	Every Child Matters	<b>ROSH</b>	Risk of Serious Harm
<b>EPQA</b>	Effective Practice Quality Assurance	<b>SMU</b>	Substance Misuse Service
<b>ETE</b>	Education, Training and Employment	<b>SYP</b>	Services for Young People
<b>EWO</b>	Education Welfare Officer	<b>UMIS</b>	Universal Mentoring Information System
<b>EYE</b>	Electronic Yellow Envelope	<b>WCJB</b>	Wiltshire Criminal Justice Board
<b>FTE</b>	First Time Entrant	<b>YIP</b>	Youth Inclusion Programme
<b>HMPYOI</b>	Her Majesty's Prison Young Offenders Institution	<b>YISP</b>	Youth Inclusion Support Panel
<b>ICT</b>	Information Computer Technology	<b>YOIS+</b>	Youth Offending Information System
<b>ISSP</b>	Intensive Supervision & Surveillance Programme	<b>YOT</b>	Youth Offending Team
<b>JAR</b>	Joint Area Review	<b>YPCSMPPM</b>	Young Persons Crime and Substance Misuse Prevention Manager
<b>KPI</b>	Key Performance Indicator	<b>YRO</b>	Youth Rehabilitation Order
<b>LAA</b>	Local Area Agreement	<b>YJB</b>	Youth Justice Board
<b>LAC</b>	Looked After Children	<b>WCJB</b>	Wiltshire Local Criminal Justice Board
		<b>WYOS</b>	Wiltshire Youth Offending Service

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

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

**The 2008-11 strategic aims are to:**

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

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

Wiltshire Youth Offending Service (WYOS) is a multi agency team overseen by an executive of senior officers from each agency and is chaired by the Director for Children and Education. The Executive updated its terms of reference in the latter part of 2007 but no significant changes were made to the governance arrangements.

Since 1/2/08 WYOS has been part of Wiltshire Services for Young People which aligns it with the Connexions and Youth Development Service, as part of Wiltshire's strategic response to the 'Youth Matters' agenda. The Head of Service now has additional responsibility for young people's substance misuse and accommodation issues as well as teenage pregnancy.

WYOS has continued to perform well and has maintained level 4 (out of 5) in the Youth Justice Board's performance framework over the last year.

The six youth justice targets contained within the Local Area Agreement (LAA) will form the cornerstone of Wiltshire YOS's priorities over the next year and beyond. Whilst none of the six will feature within Wiltshire choice of 35 LAA targets, the YOS will be a key contributor to several of those chosen, for example Young People not in Education, Employment or Training (NEET).

In terms of the 6 youth justice targets recidivism levels of young people in Wiltshire remain low and the numbers of first time entrants to the youth justice system continues to fall. The successful Local Public Service Agreement work to prevent 16/17years olds living in unsuitable or bed and breakfast accommodation ended in March 2008 and will continue in 2008/09 by virtue of Supporting People Funding which will enable WYOS to be well placed in respect of this LAA target. Reference to this target is also included in the Wiltshire Children and Young Person's Plan 2008-11 published by the Wiltshire Children's Trust Board. The use of custody in Wiltshire remains low and the numbers of Black and Minority Ethnic young people in the youth justice system will subject to variation due to the low numbers concerned. NEET numbers remain a challenge, but the more general LAA target that Wiltshire has chosen will provide the necessary focus in this area.

The timeliness of WYOS mental health assessments has significantly improved over the last year, but along with substance misuse assessments, will continue to be reported locally. Performance in respect of parenting and victims and restorative justice will also be continued to be reported, but will be monitored in a different way, which will be in line with local priorities.

The WYOS HQ continues to be co-located with the Assistant Director for Community Safety and Drugs and her team, plus staff from the Wiltshire Criminal Justice Board.

In June 2008 Children's Services in Wiltshire were subject to a Joint Area Review (JAR) the outcome of which will be known in November '08. As part of the JAR, WYOS received a one day 'light touch' visit from the YOT Inspectorate which reviewed the action plan from the full WYOS inspection in 2005. In December 2008 WYOS will be one of two areas who have volunteered for an 'unofficial and unpublished' inspection as part of HM Inspectors preparations for the new YOT inspection framework starting in April 2009. This will give WYOS a valuable health check and inform future strategy.

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

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

Resources have continued to focus on frontline provision and maintaining staffing levels. ICT improvements have continued and both Chippenham and Salisbury Courts now have YOIS access. Commitment has continued to prevention projects including Homelessness, Parenting, Mentoring and Families In Focus (YISP). Improvements to the offices have included CCTV and a more suitable meeting room in the Melksham operational office. Despite minor improvements Salisbury YOS offices continue to be unsatisfactory, which can only be resolved by a move in premises.

The purchase of the Teen Talk programme for WYOS staff including prevention and ISSP staff has provided a consistent accredited programme delivered in work with young people.

WYOS have participated in Wiltshire Police's modernisation programme and agreement reached with the WYOS executive and the police that two of the four Police Officer secondments should be civilianised and the resultant cash savings (26k) should be split 50/50 from 2009/10 onwards.

In conjunction with Swindon Yot an independent review of the Intensive Supervision and Surveillance Programme has been commissioned. ISSP and Yot staff will be consulted as well as stakeholders such as the YJB, Police and magistrates.

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

Long term funding of projects and continued contributions from partners. Partner funding in 2008/09 was uplifted for inflation, with the exception of Probation funding, which rose at less than 0.5% compared with the previous year (based on a national contribution formula). The rate of inflation is higher than the increase in funding and contributions each year which leaves less resource to balance.

The YOT continues to use the procurement processes in the Local Authority to obtain value for money and also the tendering process where contracts are used as well as make efficiency savings in other areas, for example the amount of money spent on transportation costs has been significantly reduced in 07/08 by tighter management oversight.

The new Services for Young People are currently undertaking a review of Business Support and Wiltshire County Council are currently implementing a Business Management Programme (BMP) which as WCC is the 'host' agency for WYOS. Both will have significant impact on WYOS business support functions in particular.

Identify plans to overcome the risks to future use of resources and value for money				
Risk	Action	Success Criteria	Owner	Deadline
Pressure on YOS partners budgets leading to disinvestment in the YOS in 2009/10.	Strong partnership arrangements in place and updated where necessary.	Partnership contributions to YOS budget in 2009/10 sustained.	WYOS Executive	31.03.09
SYP Business Support Review and roll out of BMP impacts on YOS infrastructure and front line delivery	Full engagement of WYOS in both SYP Business Support Review and BMP to ensure risk to frontline delivery is minimised.	WYOS frontline delivery sustained and improved	Head of WYOS and WYOS Business Mgr	31.03.09
Salisbury YOS premises remain unsatisfactory impacting on service delivery	Continue search for suitable premises and capital funding	Suitable premises identified	WYOS Executive/Head of YOS	31.03.09 and thereafter
B3 YJB risk to future delivery assessment comments				

B4 Youth offending team budget sources for the financial year 2008/09					
Agency	Staffing Costs	Payments in Kind	Other Delegated Funds	Total	
Police	129,000.00 TBC	57,336.00		186,336.00	
Probation	58,562.00	45,438.00		104,000.00	
Health	74,000 TBC	22,644.00		96,644.00	
Local Authority	363,108.00	120,993.00	35,735.00	519,836.00	
YJB	67,000.00 TBC – Subs misuse	486,257.00		553,257.00	
Other	21,000.00	194,253.00 (YISP&Cxns&support People+OLASS)		215,253.00	
Total	712,670.00	926,921.00	35,735.00	1,675,326.00	
B5 Services planned for the financial year 2008/09					
Core Activity	Total Budget (£)	Any Comments			
Preventive services	272,153.00	CSDT – ASK&YISP+ASK (VG+Education)+YJB Prevention funding			
PACE	32,429.00				
Pre-Court	186,336.00 TBC				
Remand	35,000.00				
Court	80,224.00				
Community	898,184.00				
Custody	104,000.00				
Miscellaneous	67,000.00	Substance misuse			
Other					
B6 Probation Contributions					
Cash Contribution	Payments in kind 1 excluding staff		Payments in kind 2 staffing		TOTAL (£)
	Item	Cash Value (£)	Grade and Number	Cash Value (£) including on costs	
45,438.00	0	0	PSO	23,813.00	
			PO	34,749.00	104,000.00

B7 Staff in the youth offending team (by headcount)												
	Strategic Manager		Operations Manager		Practitioner		Administration		Sessional	Student	Volunteer	Total
	PT	FT	PT	FT	PT	FT	PT	FT				
<b>Permanent</b>		4	1	3	4	8	7	1				28
<b>Fixed Term</b>							1					1
Outsourced			1		4							5
Temporary							1		8	1	124	134
Vacant						3		1				4
Children												
Police						4						4
Health						2						2
Education					2							2
Connexions						1						1
Other												
<b>TOTAL</b>	0	4	2	3	10	18	9	2	8	1	124	181

B8 Staff in the youth offending team by gender and ethnicity based on census 2001 categories																
	Strategic Manager		Operations Manager		Practitioner		Administration		Sessional		Student		Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White British	2	2	3	2	6	19		10		7		1	35	83	46	124
White Irish														1		1
Other white						1										1
White and Black Caribbean									1				1	1	2	1
White and Black African													1		1	
White and Asian																
Other Mixed																
Indian																
Pakistani																
Bangladeshi																
Other Asian																
Caribbean																
African																
Other Black																
Chinese																



<b>Other ethnic group</b>																
<b>Not given</b>						3		1					1		5	
<b>Total</b>	2	2	3	2	6	23		11	1	7		1	37	86	49	132
<b>Welsh Speakers</b>																

## SECTION C1 – FIRST-TIME ENTRANTS

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

The WYOS prevention strategy for 2006-08 was independently evaluated in the early part of 2008 and revised for 2008-11. No major changes to the strategy were made and it endorsed the continuation and expansion, where possible of its five strands;

- 1) The Youth Inclusion Programme in Trowbridge which engages 13 to 17year olds at risk of offending or committing anti social behaviour provides a full range of positive activities and provided a service to over 30 young people at risk of offending in 2007/8. Where needed one to one work as well as group activities have been provided. As the YIP has become more established in 07/08 it has been able to tap YIP young people into other local activities.
- 2) The Youth Inclusion Support Panel (known as Families in Focus) is being funded by Wiltshire's Children and Young Persons Trust Board for 08/09 as well as the YJB prevention grant for 08-11. In 07/08 the Wiltshire Community Safety partnership provided funding to enable the YISP to cater for young people up to 14 years of age (the normal age range is 8 to 13), to date this funding has not yet been confirmed for 08/09. In 2007/8 the YISP has provided a service to over 70 young people and their families.
- 3) The progress of the WYOS mentoring scheme has been affected by a staff vacancy but remains intact providing an invaluable service not only to young people at risk of offending, but also Looked After Young People, Young People at risk of exclusion from education and young people in accommodation difficulty.
- 4) The Restorative Justice in schools programme has made good progress and now covers 6 secondary schools in both North and west Wiltshire and Kennet, although there remains a gap in Salisbury. Staff from the four Young People Support Service bases across Wiltshire are amongst 64 teachers now trained in RJ across Wiltshire. The primary objective in the next phase of the scheme will be to support those schools where there has been success in implementation by the provision of extra training places and to introduce training to significant staff in other schools where RJ can support the social and emotional literacy (SEAL) agenda.
- 5) WYOS's parenting support programme continues to be delivered by Ask Wiltshire and although the number of Parenting Orders made on criminal grounds remains low (6 in 2007/8), 122 parents completed the programme in 2007/8. The numbers of parents completing parent support

programmes will be monitored and reported quarterly to the WYOS Executive (see A2).

The significant decrease from 589 in 2006/07 to 452 in 2007/08 and a 35.1% reduction on the baseline figure in 2005/06 in the number of first time entrants correlates with the introduction of the WYOS prevention strategy and the Neighbourhood Police Teams (NPT) in Wiltshire. This has manifested itself in the reduction in the numbers of Referral Orders by about a third in the last two years (220 in 2005/6 to 158 in 2007/8).

The advent of Wiltshire Services for Young People and in particular the targeted support strand, which brings young peoples substance misuse (see 2.1), youth homelessness (see C2.1 & 3.1) and teenage pregnancy services alongside WYOS will enable improved access to resources for vulnerable groups such as those at risk of offending.

The numbers of BME young people in Wiltshire is currently low (less than 3%) and in addition to the comparatively small numbers of young people overall entering the youth justice system in Wiltshire (in the region of 1000) mean the monitoring of this can be subject to fluctuation and as such caution is required in looking at such data in the short/medium term (see also C 2.1).

### **C1.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks**

<b>Risk</b>	<b>Action</b>	<b>Success Criteria</b>	<b>Owner</b>	<b>Deadline</b>
Children and Young Person's Trust Board funding of the YISP secured only for 08/09 currently.	Engage with the CYPTB commissioning process for 09/10 & beyond to secure YISP funding.	Funding secured for 09/10 and 10/11 to align with YJB prevention grant.	Head of WYOS	31.03.09
Lack of Community Safety funding in 08/09 will reduce the capacity of the YISP to cater for 14yr olds	Engage with new Wiltshire Community Safety Board which the Head of WYOS is a member of.	Funding secured for 08/09	Head of WYOS/Asst Director Community Safety	31.09.08
Parenting Contract with provider expires in September 2010	Open negotiations with provider in 08/09 in order to trigger 2 year extension clause in current contract if mutually agreeable	Be in a position to ensure continuation of parenting provision beyond September 2010	Head of WYOS	31.03.09

### **C1.3 Identify workforce development plans to overcome the risks to continuous improvement**

<b>Skills to Develop</b>	<b>Target Group</b>	<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
Development of new mentoring co-ordinator	Mentoring staff	Recruitment and proper induction of new mentoring co-ordinator	WYOS Community Involvement Mgr	31.10.08
Continue to train all WYOS case responsible officers in parenting assessments and delivery of short parenting interventions where needed	WYOS Case Responsible Officers	Delivery of parenting training in conjunction with parenting provider	WYOS Operational Mgrs	31.12.08

## C1.4 YJB risk to future delivery assessment comments

### SECTION C2 – REOFFENDING

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

WYOS recidivism figures for 2007/8 are outlined in the table below, and are based on the cohort of young people subject to a substantive outcome in the quarter October to December 2006 who reoffended or not within a year. The overall figure of those young people who didn't offend (72.1%) improved on the good figures from previous year (70%). Young People from Black and Minority Ethnic (BME) backgrounds make up 2.8% of the cohort which is in line with the BME population in Wiltshire, which does not indicate disproportionality within the youth justice system in Wiltshire. However the small sample size (9) means that such a conclusion must be regarded with caution.

<b>2006 Cohort (1/10/06 to 31/12/07)</b>	<b>Total</b>	<b>Nos. Reoffending within 12 months</b>	<b>%</b>	<b>Total BME</b>	<b>Nos. Reoffending within 12 months</b>	<b>%</b>
Pre Court (Reprimands & Final Warnings)	187	34	18.2	6	0	0.0
1st Tier Penalties (Referral & Reparation Orders, Fines & Conditional Discharges)	98	33	33.7	2	1	50.0
Community Penalties	31	20	64.5	1	0	0.0
Detention and Training Orders	3	2	66.7	0	0	0.0
<b>TOTAL</b>	<b>319</b>	<b>89</b>	<b>27.9</b>	<b>9</b>	<b>1</b>	<b>11.1</b>

In 2007 WYOS's submitted its best ever National Standard compliance figures of nearly 90% and achieved the highest level 5 rating from the YJB, against the national average (76.0%).

Performance in respect of young people Not in Education Employment or Training (NEET) was 60.8% during 07/08 significantly below the YJB performance target of 90%. This performance has not been out of quilter with NEET figures for the general population reported by the Connexions Service and it is on this basis that Wiltshire has chosen to make the NEET Local Area Agreement (LAA) target No.119 one of the 35 it intends to prioritise. In 2007/8 a grant from the Offender and Learning and Skills Service added to a contribution from Connexions enabled the provision of a full time Personal Advisor in both YOS Operational offices. Unfortunately, to date, it has not been possible to fill the post in Melksham, but the scheme has functioned well in Salisbury.

Wiltshire has been named by the Dept for Communities and Local Govt as the beacon area for the SW for young person's accommodation issues. Performance against the YJB accommodation target remains good. This has been based upon the Local Public Service Agreement (LPSA) work that WYOS had led to eliminate the use of bed and breakfast accommodation for 16/17 years olds and to halve the numbers living in unsuitable accommodation. Provisional figures suggest the unsuitable accommodation target has been achieved in its entirety and a 60% stretch target achieved in respect of B&B, which should mean a sizable reward grant will be payable in March 2009. Since the end of the LPSA, the Wiltshire Accommodation Support Scheme for Young People has come into being funded by Supporting People for 08/09 only. It is intended to bid for some of the reward grant

to mainstream the scheme in 09/10. The scheme has its own website [www.as4yp.com](http://www.as4yp.com) and this area of work comes under the emotional wellbeing and mental health strand of Wiltshire's Children and Young Person's plan 2008-11 overseen by the Children and Young Persons Trust Board.

In 2009/10 it is likely that substance misuse services for children and young people in Wiltshire will be recommissioned and the Young Persons Crime and Substance Misuse Prevention Manager (YPCSMPPM) who now reports to the Head of Service will have the lead for the YOS in this critical process.

The Wiltshire and Swindon Intensive Supervision and Surveillance Programme (ISSP) exceeded the target number of (20 for the year) starts required. Wiltshire had only 7 starts alone out of the 24 in Swindon and Wiltshire combined. Given Wiltshire's low use of the secure estate (see C3) there is no evidence to suggest that ISSP referrals are not being made or ISSP take up by the courts is low, however the situation needs to be monitored.

Although the numbers of first time entrants has fallen significantly (see previous section) the numbers of persistent young offenders (PYO's) remained stubbornly static around the 100 mark over the last two years. PYO's where convicted of 572 offences in 2007/8 nearly a third of the 1608 offences for which a young person received a substantial outcome in 2007/8.

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

Risk	Action	Success Criteria	Owner	Deadline
Poor NEET performance continues	a) WYOS to contribute to the increased focus on NEET brought about by the LAA target. b) Recruit Personal Advisor to Melksham YOS Team	Improvement in WYOS NEET target to 75% in 08/09  PA in place	Head of YOS  Head of YOS/Head of Connexions	31.03.09  30.09.08
Sustain Accommodation Support Scheme for Young People in 2009/10.	a) Bid for proportion of LPSA reward grant to return to this area of work b) Engage Children and Young Peoples Trust and Local Area Agreement Boards	Scheme sustained in 09/10 and beyond if possible.  Strategic support for funding in 09/10 secured	Head of YOS/YOS accommodation officer.	31.03.09  31.03.09
Lack of ISSP referrals leads to increase in Custody	Ensure robust scrutiny of potential remands/sentences into the secure estate.	All young people eligible for ISSP are referred	Head of Service/Ops mgrs/ISSP co-ordinator & ISSP steering group.	31.03.09
PYO figures remain static or rise	a) Targeting of resources toward PYO's b) Full roll out of Teen Talk	Reduction in PYO numbers and offences committed by PYO's	Head of Service/Ops mgrs	31.03.09

Failure to commission young persons substance misuse service	accredited intervention programme Ensure active WYOS involvement in commissioning process	Successful commissioning and service delivery	Head of YOS/ YPCSMPM	31.03.09 & beyond
<b>C2.3 Identify workforce development plans to overcome the risks to continuous improvement</b>				
Skills to Develop	Target Group	Action	Owner	Deadline
Delivery of Teen Talk interventions	WYOS Case Responsible Officers	Management oversight and scrutiny of interventions	Head of Service/Ops mgrs	31.03.09
<b>C2.4 YJB risk to future delivery assessment comments</b>				

## SECTION C3 – CUSTODY

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

Numbers of young people in Wiltshire subject to custodial remands and sentences remain low which is unsurprising as Wiltshire is one of the safest counties nationally. In 2006/7 18 young people received a custodial sentence, 2.6% of those sentenced. In 2007/8 17 young people received custodial sentences, 3.2% of those sentenced 3 where Black or Ethnic Minority (BME) young people. Despite being small in number this evidences that BME young people are over represented in this cohort. The previous year saw a rise in the proportion of sentences involving custody the actual number fell. The proportional rise is explained by the positive reduction in the number of young people being sentenced by the courts. If sustained Wiltshire will meet the LAA target in this area

In 2007/08 WYOS submitted 121 Pre-sentence Reports (PSRs) to courts. Only two of those reports recommended a custody outcome. A custodial sentence was applied to 10 cases in total where a PSR was available. These included seven cases where a variation of the Community Rehabilitation Order was recommended. Overall, the recommendations made in PSRs were followed in 76% of cases.

Strong linkages exist with the Courts. The Youth Bench Chairs for NW and SW Wilts sit on the Referral Order and ISSP steering groups respectively. The Head of YOS and other WYOS managers are regular attendees at Youth Bench meetings in Wiltshire. Regular liaison also occurs with the resident Judge at Salisbury Crown Court. WYOS's co-location and engagement with the Wiltshire Criminal Justice Board ensures close linkages with other criminal justice agencies such as the Crown Prosecution Service. Use has been made of the WCJB communications officer to ensure key messages about alternatives to custody are conveyed to stakeholders like the CPS.

Three Remand fostering placements managed by Wiltshire's Family Placement service remain available as an alternative to a remand in custody,

although these placements can also be used to place young people on non criminal grounds on occasions, although this is usually only for comparatively short periods of time

Wiltshire Accommodation Support Scheme for Young People has proved successful in ensuring that young people have had a suitable bail address available to them on almost all occasions. WYOS retains a bail support worker who is now managed within one of the YOS operational teams rather than centrally, which will improve operational linkages.

The Wiltshire and Swindon Intensive Supervision and Surveillance Programme (ISSP) once again exceeded the target number of (20 for the year) starts required. Wiltshire only had 7 starts out of the 24 in Swindon and Wiltshire combined, but use of the secure estate remains low in Wiltshire.

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

Risk	Action	Success Criteria	Owner	Deadline
Introduction of Youth Rehabilitation Order could lead to disproportional sentencing and increase in custody.	a) Joint training with other court users in particular sentences	Custodial sentencing remains static or decreases.	WYOS Operational Managers	31/3/09
Unavailability of remand foster placement beds leads to increase in use of secure estate	b) Close monitoring of BME numbers in the secure estate and review of court reports to ensure issues of diversity were properly addressed	Numbers of BME young people in the secure estate are not over represented.		31/09/09
	a) Close liaison with Family Placement Service via Bail & Remand steering group.	Remand bed(s) availability when needed.	Head of Service	
	b) Monthly monitoring of remand bed availability			

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

Skills to Develop	Target Group	Action	Owner	Deadline
Develop necessary court skills/knowledge for start of YRO in 2009	Court Duty staff	Ensure staff are released for the necessary YRO joint training with other youth court users.	WYOS Operational Managers	31/03/09
Staff diversity awareness	All staff	Diversity training for all YOS staff & participation in WCJB diversity conference (see C6.1).	Head of Service	31/03/09

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

## SECTION C4 - RISK OF SERIOUS HARM

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

WYOS has its own risk management policy, which is updated annually and takes account of YJB risk of serious harm procedures as well as local Multi Agency Public Protection Arrangements (MAPPA) and Safeguarding procedures laid down by the Local Safeguarding Children's Board. The Head of Service is a member of the Swindon and Wiltshire MAPPA Strategic Board.

To help ensure safety WYOS has increased the use of ROSH assessments. In the year 2007/08 43.2% more ROSH assessments were undertaken with young offenders in Wiltshire than in the previous year. A similar number to the previous year were found to pose a high or very high level of harm but because of the increase in the number of assessments the proportion assessed posing a high risk of harm or above fell by 7.7%.

In 2007/8 Wiltshire had its first MAPPA level 3 case concerning a young person who was assessed as posing an imminent risk to the community upon release from custody. As a result resources were prioritised by partners involved with this case and a robust risk management plan put in place prior to release. This enabled the risks posed to be managed and the MAPPA level 3 status to be subsequently reduced.

In 2007/8 WYOS provided risk management training for staff and this will be continued in 2008/9.

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

Risk	Action	Success Criteria	Owner	Deadline
Timely and satisfactory completion of ROSH Asset assessments	Ensure all ROSH's are countersigned and reviewed by YOS management within time case defined in YOS Risk management & case recording policies	ALL ROSH Asset satisfactorily completed in a timely manner	Head of Service & YOS operational managers	31/09/09 and thereafter
Non adherence to risk management policy	Risk management training for all new staff and staff who have not undertaken this training in last 12 months	All staff identified undertake risk management training	Head of Service & YOS operational managers	31/09/09

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

Skills to Develop	Target Group	Action	Owner	Deadline
Risk management skills	All new WYOS staff and all WYOS staff who have not yet undertaken the training	Repeat in house Risk management training delivered in 07/08	Head of service & YOS operational managers	31/09/08

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

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## SECTION C5 – SAFEGUARDING

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

The Assistant Director for children and families is a long standing member of the WYOS Executive and is the signatory to protocol between his department and WYOS which contains specific references about the safeguarding of young people who offend or who are at risk of offending. The protocol is reviewed on an annual basis and YOS staff has access to safeguarding training organised by the County Council. YOS safer working guidance based on the national guidance issued in 2007 has also been developed in the first part of 2008 and issued to all staff.

The Head of WYOS remains a member of the Local Children's Safeguarding Board for Wiltshire and retains strong links with the children and families branch within the Department for Children and Education within Wiltshire County Council.

In 2007/8 WYOS participated in an LSCB audit to ensure compliance with the safeguarding requirements of S11 of The Children Act 2004. WYOS was given a rating of 17 out of 20 across the ten areas assessed, which is evidence of robust safeguarding procedures being in place.

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

Risk	Action	Success Criteria	Owner	Deadline
Staff not adhering to relevant YOS/Safeguarding protocols, policies & procedures	Ensure all staff are adequately trained in Child Protection	Adherence to YOS/safeguarding protocols, policies & procedures	Head of Service	31/03/09 and thereafter

### C5.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Child Protection skills	All staff in particular, new and less experienced staff	All new staff to undertake child protection training and staff for whom it has been developed as a learning and development need	Head of Service	31/03/09 and thereafter

### C5.4 YJB risk to future delivery assessment comments

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## SECTION C6 – PUBLIC CONFIDENCE

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

The Head of WYOS chairs the Confidence sub group of the Wiltshire Criminal Justice Board so is ideally placed to influence action in this area and is the senior responsible officer for the delivery of the WCJB's Confidence Plan. The Head of YOS is also a member of the new community safety partnership for Wiltshire, being created as a result of Wiltshire's unitary status from April 2009. Within this group the Head of WYOS will have the lead for public confidence due to the clear strategic link that exists to the work already done by the LCJB in this area.

WYOS is actively participating in the creation of a minimum data set for Wiltshire, to enable all criminal justice agencies to identify where clients are being disproportionately represented within the Criminal Justice System. The WCJB Race and Diversity Sub Group (which reports to the WCJB Confidence group) plan to deliver a diversity conference for WCJB members and key stakeholders to raise awareness around disproportionality.

The co - location of the Head of Service with WCJB staff allows quick access to the WCJB's communication officer which has facilitated a quick response to media enquiries and positive promotion of WYOS work within local newspapers and radio in particular. Key messages have been the low crime rate in Wiltshire, the significant fall in the numbers of 1<sup>st</sup> time entrants to the youth justice system in 2007/8 and the use of restorative justice interventions. The proximity of the WCJB's community engagement officer has also enabled close liaison and promotion of diversity issues with hard to reach communities in Wiltshire.

It is also important that young people who receive WYOS services have confidence in the service they receive. In 2008/9 WYOS will benefit from staff expertise elsewhere within SYP in a consultation exercise with young people who have received a service from WYOS to ascertain their experience of the service given in order to influence service delivery and policy.

### C6.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Serious crime involving a young person which creates significant negative media attention.	Strong proactive response via relevant communication departments	Negative media coverage quickly fades	Head of Service	30/09/08
Difficulty in engaging WYOS service users in consultation about the service received	a) Dedicated SYP staff resource to undertake consultation. b) Promotion of consultation to WYOS staff by management team	Successful consultation exercise which informs and improves service delivery and policy	WYOS management team	31/12/08

### C6.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Media skills training	WYOS mgt team	Training commissioned via WCC comms dept	Head of Service	30/03/09

#### C6.4 YJB risk to future delivery assessment comments

### SECTION C7 – IMPROVING VICTIM SATISFACTION

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

Restorative Justice (RJ), the process whereby victim and offender are brought together for the latter to make amends is a key principle of WYOS's approach to intervening with young people who offend. RJ training of WYOS staff and volunteers is led by WYOS's Community Involvement Manager who also sits on the Victim and Witnesses sub group of the WCJB. In 2008/09 in addition to continuing to provide RJ training in several schools in Wiltshire (see C1), as a means of reducing exclusions and bullying, the Community Involvement Mgr will deliver training for an RJ pilot involving the Neighbourhood Policing Team in Chippenham.

WYOS data indicates that the small numbers of victims who respond are well satisfied with the service they receive (97% in 2007/08). Following views expressed by Referral Order panel volunteers who sit on WYOS's Referral Order group, the WYOS Executive have agreed they want to increase the numbers of victims directly engaging in a RJ process in order to continue high levels of victim satisfaction as well as positively impact on recidivism levels. To this end WYOS will monitor and report the numbers of victims attending panels to the WYOS Executive quarterly (see A2).

Consequently, a small resource (3k) has been identified to commission a pilot in 2008/9 to increase the number of victims attending Referral Order Panels with a view to commissioning a more substantial service covering all interventions in 09/10.

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

Risk	Action	Success Criteria	Owner	Deadline
Inability to identify/commission as suitable provider in the timescale.	Identify alternative providers of organisations that can provide victim contact and support in attending referral panels.	Increase in number of victims; a) attending Referral Panels b) providing victim information to panels if unable to attend in person	Head of Service/Community Involvement Manager	31/03/08
Inability to service the demand for RJ training from schools and Police	Develop RJ champions within Schools & Police who can deliver RJ training in due course	Schools and Police become self sufficient in RJ training	Head of Service/Community Involvement Mgr	31/03/08

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

Skills to Develop	Target Group	Action	Owner	Deadline
Skills to implement WYOS victim contact procedures	Staff of victim contact provider	Provide training on WYOS victim contact procedures and other relevant parts of the youth justice system e.g. Referral Orders	Head of Service/Community Involvement Mgr	31/03/08

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

### SECTION D – BUSINESS CHANGE AND INNOVATION

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

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

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

The introduction of CJSSS has commenced in Swindon and Wiltshire. WYOS has embraced the principles of CJSSS and is actively engaged in the change process. Current performance on PSR writing within time limits is good. More staff will be needed at times to provide stand down reports, and this will be a staffing issue due to the comparatively small critical mass of WYOS able to fulfil such a role.

WYOS has invested in IT systems to provide live access to the YOIS+ data system (ASSET and ONSET) so that the Court can be instantly informed on compliance progress against existing orders, previously written reports and Pre-court Final Warnings. These systems are not yet in place, but are due to be by the start of CJSSS in the Autumn. The accessing of court lists prior to youth court sittings will be a critical success factor to enable WYOS staff to be fully prepared to deal with CJSSS cases.

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

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

Risk	Action	Success Criteria	Owner	Deadline
Unsuitability of Salisbury Court	Engagement with HM Court Service re YOS working environment in new Salisbury Combined Court due to open mid 2009.	Suitable YOS working conditions and IT and database access at Salisbury Court	Head of WYOS/WYOS Operational mgr, Salisbury.	July 2009

2009 Court Matrix setting Youth Courts in both NW and SW Wilts on the same day poses risk due to the small critical mass of WYOS	Negotiation with HM Court Service	Youth Courts in NW & SE Wilts being held on different days	Head of WYOS	31/12/08
Lack of access to Court lists via LIBRA database will inhibit WYOS preparations for Youth Court sittings.	Negotiation with Police to ensure greater WYOS access to LIBRA	Court lists can be accessed at least one working day prior to youth court sittings.	Head of WYOS/WYOS Operational mgr, Salisbury.	30/09/08

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

Skills to Develop	Target Group	Action	Owner	Deadline
Court Skills	YOS staff who attend court in particular those who may attend on a regular basis due to CJSSS implementation	In house Court Skills training	YOS Operational managers	30/9/08
Training on use of LIBRA database in order to access court lists efficiently	WYOS Police staff & data administrators	Access Police LIBRA training	YOS Operational managers	30/9/08

### D4 YJB risk to future delivery assessment comments

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## SECTION D – BUSINESS CHANGE AND INNOVATION

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

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

All intervention work to prevent offending is based on assessment using the national tool ASSET. The quality and timeliness of assessments are closely monitored by WYOS operational managers. Timeliness is monitored through adherence to National Standards. Dip sampling and audits inform on areas of good practice and weakness which are addressed in staff supervision. WYOS is committed to engaging with the Assessment, Planning Interventions and Supervision training planned for 2008/9 led by YJB SW Regional team. High quality assessments are central to the successful implementation of the YRO and Scaled Approach.

The YJB will be producing practical guidance for staff to assist with the practical implications and solutions to barriers. This will be followed by a series of regional events to help prepare for implementation. Case management guidance (incorporating the scaled approach) and revised National Standards for Youth Justice Services will be published in 2009, in advance of both the scaled approach and the new sentencing framework coming into effect. The YJB will be working with the Sentencing Guidelines Council and Judicial Studies Board to help them produce guidance and training on the Criminal Justice and Immigration Act for the judiciary. WYOS is planning to supplement this by exploiting existing strong relationships with courts in preparation for the enactment of the Act. Training (through a learning platform being developed by the Open University), will consist of three key modules: assessment, the scaled approach, and core features of the Criminal Justice and Immigration Act (especially the YRO). WYOS Staff will be released to undertake this training.

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

Risk	Action	Success Criteria	Owner	Deadline
Delay in implementation of YRO	Ensure flexibility in training delivery programme and priority given to WYOS staff being released for training	All WYOS staff appropriately trained in the Scaled Approach and YRO	Head of WYOS	31/03/09

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

Skills to Develop	Target Group	Action	Owner	Deadline
Acquirement of necessary court skills/knowledge for start of Youth Rehabilitation Order in 2009	Court Duty staff	Ensure staff are released for the necessary YRO joint training with other youth court users	WYOS Operational Managers	31/03/09

### D4 YJB risk to future delivery assessment comments

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## SECTION D – BUSINESS CHANGE AND INNOVATION

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

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

An imperative arising out of the proposed changes to the YJB's future Workforce Development Strategy is the need to forecast the impact of these changes on the Yot's budgets not only for the year ahead, but also for the next three years. Accordingly, WYOS is committed to the drafting of new local plans, which take account of the opportunities, and other changes anticipated by the YJB, in order to secure the understanding and commitment of funding partners to medium term funding imperatives in this area. WYOS is adept at identifying the learning and development needs of its staff, via the annual appraisal process and supervision but is also planning to focus attention more on new courses being planned as well as the different methods of learning on offer including the virtual learning environment and web based systems due to be implemented. The Yot has already engaged staff in the preparation for changes associated with YRO and the Scaled Approach, and has planned further joint awareness raising sessions with Swindon Yot in July this year.

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

Risk	Action	Success Criteria	Owner	Deadline
WYOS training budget insufficient for this purpose	Influence training budget allocation within the new Wiltshire Services for Young People and WYOS partner agencies.  Ensure SYP training managers are aware of youth justice workforce developments.	Meeting learning and development needs of WYOS staff identified via annual appraisals & sufficient training budget in place.	Head of WYOS/Training Manager, Wilts Services for Young People	31/3/09 and annually thereafter

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

Skills to Develop	Target Group	Action	Owner	Deadline
As D3 previous section				

### D4 YJB risk to future delivery assessment comments

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TO ADD NEW BUSINESS CHANGES OR INNOVATIONS, PLEASE COPY THE ABOVE TABLE AND ENTER THE DETAILS AS REQUIRED

## SECTION E1 – WORKFORCE DEVELOPMENT

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

The WYOS workforce development strategy is now part of the Wiltshire Services for Young People (WSYP) workforce development strategy, which allows WYOS to call upon expertise and resources across the whole of WSYP.

Alongside workload pressures on staff the Yot has continued to prioritise individual and collective training and development across a wide range of disciplines and learning. The Yot has continued to fully support staff new to the organisation with a comprehensive induction package incorporating access to local procedures and guidance, e-learning packages, and the YJB South West regional 2-day induction programme.

Substance misuse 'Sust' training and parenting intervention training has been delivered to WYOS staff in 2007/8 and will continue in 2008/9. The Yot is committed to releasing staff for core training needs including risk management, child protection, and parenting assessments. WYOS Managers have also attended Local Authority led training on safer recruitment practices.

Staff are provided with the opportunity to secure their continued professional training and development with their host agency (built in to secondment agreements), and individual staff will have the opportunity to work towards Professional Certificate in Effective Practice (PCEP) as well as Open University (OU) courses including the Youth Justice Degree. Social Work student and police trainee placements will continue to be actively offered in 2008/09.

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

Risk	Action	Success Criteria	Owner	Deadline
Ensure that WYOS training and development needs are not marginalized within SYP	Completion of all WYOS appraisals on time to identify learning and development needs of WYOS staff	All appraisal completed on time and copy of learning development section of appraisal forwarded to WSYP training mgr to enable clear picture of L&D needs to be ascertained & resourced.	WYOS Management Team	30/09/08

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



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

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

Wiltshire Youth Offending Service has a reputation for consistent and good performance, effective partnership working, and innovation in the drive to gain the confidence of public opinion. The WYOS Executive Board is determined to build on this reputation as we face new challenges and seek to convert these into opportunities to improve outcomes for the young people of Wiltshire. The outcome from the Joint Area Review (JAR) of Children's services in Wiltshire will be very influential in this respect and the 'unofficial' YOS Inspection in December will provide a valuable benchmark of service delivery.

In 2007/8 performance against YJB targets and national standards continues to stay at a healthy level four and five respectively. The reduction of the numbers of first time entrants to the youth justice system in Wiltshire by a third over the last two years is impressive and welcome. Recidivism levels compare favourably both nationally and regionally. WYOS will also be a major contributor to many of the priority targets within the Wiltshire Local Area Agreement, for example, the Education, Training and Employment target for all young people.

From a strategic perspective, the WYOS has strong and effective links to the new Wiltshire Community Safety Partnership and the alignment of WYOS within Wiltshire's new Services for Young People which includes the Connexions and Youth Service should continue to improve service delivery. Opportunities are already emerging from Wiltshire's move to unitary status in April 2009 such as the new Director of Housing joining the WYOS Executive Board in the Autumn of 2008. This is in line with the YJB's 'Sustaining the Success' guidance issued to YOT Management Boards.

There are considerable challenges ahead, including pressures on resources, and national as well as local initiatives and priorities for the Board to consider. WYOS is well placed to meet these challenges, not least of which are those arising out of the Youth Rehabilitation Order and Scaled Approach. There is a clear determination to meet these challenges on the back of a robust workforce development plan with a clear commitment to the national qualifications framework and other initiatives including opportunities for staff to experience roles carried out in other key agencies. This Plan has incorporated processes and systems designed to make a real difference to young people, working in partnership with criminal justice agencies via the Wiltshire Criminal Justice Board.

In spite of the challenges and risks set out in this Plan, the WYOS Executive is of the view that the team in Wiltshire remains well placed to offer young people the opportunities and support they need to become valued and productive members of the local community. The Youth Offending Service staff deserves particular thanks for their commitment and outstanding work.

**Carolyn Godfrey**  
**Chair of WYOS Executive Board**  
**04.08.08**

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



E2.3 Review and sign-off					
<b>Name:</b>	Carolyn Godfrey (Chair)	<b>Job Title</b>	Director of Children & Education, Wilts County Council	<b>Date</b>	04.08.08
<b>Name:</b>	Mike Hazeltine (Vice Chair)	<b>Job Title</b>	Asst Chief Officer, Wiltshire Probation Area	<b>Date</b>	08.08.08
<b>Name:</b>	Julia Cramp	<b>Job Title</b>	Assistant Director of Commissioning, Children & Families, Wiltshire Primary Care Trust	<b>Date</b>	03.08.08
<b>Name:</b>	Jimmy Doyle	<b>Job Title</b>	Asst Director, Children & Families, Wilts CC	<b>Date</b>	08.08.08
<b>Name:</b>	Lynn Gaskin	<b>Job Title</b>	Asst Director, Community Safety & Drugs, WCC	<b>Date</b>	08.08.08
<b>Name:</b>	Chief Inspector Jon Tapper	<b>Job Title</b>	Criminal Justice Dept, Wiltshire Police	<b>Date</b>	08.08.08
<b>Name:</b>	Merfyn Williams	<b>Job Title</b>	Head of individualised Learning Support, Services for Young People, WCC	<b>Date</b>	08.08.08

<b>SECTION F – LESSONS LEARNT FROM COMPLETING THE YOUTH JUSTICE PLANNING TOOL</b>
<b>F1 What were the most valuable features of the youth justice planning framework and tool?</b>
Focusing on business risks and workforce development was a useful process.
<b>F2 What could have been developed further?</b>
For a statutory plan the technical requirements of it do not make it really a public facing document that anyone interested in youth justice in Wiltshire could easily pick up and make sense of what the current situation is and the future direction/strategy. In essence it doesn't make it easy to tell the 'Wiltshire youth justice story' to a wider audience.
<b>F3 What else would you like to be included in next year's youth justice planning framework?</b>
Would have be useful to include a break down of IT costs to dovetail with Wiring Up Youth Justice developments
<b>F4 Do you have any other comments?</b>
Converting the plan from a Word to an Access document was very fiddly!