

Youth Justice Planning Framework Validation Feedback

YOT: Brighton & Hove Youth Offending Team

1. Performance against National Indicators	Data (07/08 outturn)
NI 19: Proven rate of re-offending	
NI 111: First Time Entrants	
NI 43: Convicted young people sentenced to custody	
NI 44: Ethnic composition of young offenders	
NI 45: Engagement in suitable education, training or employment	
NI 46: Access to suitable accommodation	
2. Planning Framework Validation Judgement	
Performs poorly	
Performs adequately	
Performs well	X
Performs excellently	
3. Ladder of Interventions	
Level 1: Intensive Monitoring	
Level 2: Standard Monitoring	X
Level 3: Low Monitoring	
Level 4: Capturing Emerging Practice	

4. Summary

The submitted YJ Plan and subsequent validation site visit gave an opportunity to further explore information contained within the YJ Plan. The service clearly displays a culture of enthusiasm, passion and innovation with respect to the types of intervention and support offered to ensure the positive outcomes for young people. Examples where this was demonstrated in particular, is that of the Custody & Remand Team.

Data presented within the plan (i.e. BME disproportionality; LAC young women; Reoffending data) led to a number of healthy discussions surrounding the level of understanding/problem analysis that takes place with operational staff members (i.e. case managers, practice managers). It is clear that information is clearly linked to the YJSG, to ensure corporate ownership, however, the benefits of utilising the range of data available produced by the service to frame future team meetings based upon thematic problem analysis could be more fully realised.

This would in turn lead to an “in-service” performance management culture, whereby team members are given the opportunity to analyse and interpret data, and to propose possible solutions to address underperformance. In this way, the service would be effectively using data to focus both “inward” and “outward”. Both strategically and operationally speaking, the performance agenda would be owned by all who work both for, and within the service.

There were numerous examples of good practice (for further examples, please refer to YJ Plan), which include:

- Therapeutic Input Group (weekly meeting consisting of Educational Psychologist, Psychiatrist, CAMHS nurse specialist)
- Living without violence group (Child Protection)
- Young Fathers Group (recently initiated)
- Role of YOT supervising officers attending court to meet with young people prior to starting their Order
- RJ and school work (pre-reprimand)
- YAC co-worker anger management course
- Functional Family Therapy Pilot Programme
- Employment Project (gaining meaningful work placements/employment for 16+ yrs)
- Rapid English programme


Future proposed monitoring priorities

- Development of a strong performance culture within the service (thematic analysis of key areas of practice and solution focused approaches to improving practice re: reoffending data/BME young people), and formalise QA procedures, which are currently not fully embedded (PSR feedback/QA statement or briefing paper for all team members to begin an 'in-service' culture of performance management and ownership)
- Induction package that links firmly into a training plan/workforce development strategy
- Strategic positioning – IYSS still embryonic (100% pooled budget monitoring for prevention)
- Analysis regarding BME young people and addressing disproportionality in the system
- Analysis regarding Reoffending data to consider how well targeted resources are to those presenting highest risk
- Building YOIS “wizards” to assist information manager analyse risk/vulnerability information and ensure r/v monitoring within the team
- Update all SLA's/develop SLA's with partner agencies where appropriate (i.e. CAMHS)

YJB Key Lines of Enquiry

In line with the 4 themes that will form the foundation of the organisational assessment for the CAA, the YJB has identified 5 performance drivers that can inform an understanding of performance and improvement priorities. They are YOT governance, use of resources and value for money, workforce and organisational development, performance and quality systems and citizens and service users. These will be the key lines of enquiry that YJB regional staff will use to validate Youth Justice Self-assessments and improvement plans completed and submitted by YOT partnerships.

Rating System	1	A YOT partnership that does not meet minimum requirements	Performs Poorly
	2	A YOT partnership that meets only minimum requirements	Performs Adequately
	3	A YOT partnership that consistently meets above minimum requirements	Performs Well
	4	A YOT partnership that meets well above minimum requirements	Performs Excellently

YOT Governance	YOT management board is chaired by a chief officer (ideally the local authority chief executive) and consists of members who have sufficient seniority and authority to commit resources	YOT management board assumes corporate ownership of preventing and reducing youth crime and has established a local youth crime strategy that is aligned with other relevant local strategies and plans	YOT management board members have effective strategic links with children's services and criminal justice and the wider crime reduction agenda and actively represent youth justice issues	YOT management board requires from the YOT management team regular performance reports on national and local youth crime indicators and targets. These reports provide sufficient analysis of management information for management board members to fully understand the story of place and improvement priorities progress	YOT management board actively promotes continuous improvement activities and initiatives and swiftly takes action to address underperformance issues	Driver Rating
YJB Comments 	YOS Management Board (Youth Justice Strategy Group - YJSG) consists of members who have sufficient seniority to commit resources. Members of the YJSG include Police Superintendent ; Chief Inspector), Voluntary Sector (YMCA), Principal Youth Officer; LSC; Housing; Probation (ACPO); Courts (although not consistent attendees); Assistant	YJSG Board is well established (since HMIP 2006) and is aligned well to other local strategies and plans. There is a strong sense of corporate ownership of the youth crime agenda, which facilitates good joint working practices and encourages alignments with other local strategies and plans.	YOS sits within CYPT thus creating good overall coordination with other Children's Services with more of a focus on welfare, rather than punishment. TYS arrangements have been developed through 100% pooled funding of prevention monies with Children's Trust, Youth Service, Children's Fund, Connexions and Challenge and Support. All other CJS agencies are Sussex County-wide (police,	YOS performance reports are produced on a quarterly basis for the YJSG by the information manager. Reports are of a high standard, with excellent layout of both quantitative and qualitative information that directly informs the YJSG of performance standards across a number of national and local youth crime indicators and targets. The level of analysis within submitted performance reports is of a sufficient standard of	Discussions highlight where issues of underperformance are noted via quarterly YOS performance reporting arrangements, examples could be drawn upon to show how action is taken to address such areas (i.e. NEET/FTE focused working group with Terms of Reference, monthly reports, and a specific champion from the YJSG). A good level of analysis of YOT data is	3

69	<p>Director CYPT; CAMHS Commissioner; SMU.</p>		<p>probation, courts, SCJB). Sussex YOT Managers meet monthly to share information. CYPT is divided into 3 areas (West, Central, East). YOT Manager sits on West area and youth support management team, the Under 19 Substance Misuse Service Manager sits on East area management meetings, and YOT ETE Manager attend Central area meetings.</p> <p>Community Safety Team links well to YOS, by funding a youth justice worker for the P&D strand of the PPO scheme via LPSA funding. In addition, the YOT Manager also sits on ASB monthly meetings, PPO steering group, FIP steering group, Racial Harassment Forum (all sit in CST), and TYSS Operations group.</p>	<p>analysis for YJSG representatives to understand the story of place and areas for improvement.</p>	<p>presented to YJSG through the YOT information manager's role. The YOT Management Team have undergone changes in management level personnel and therefore have carried vacancies at this level. Thus, the service continues to exist without an operational manager, as this role is absorbed by the YOT Manager – this is a large portfolio of work. In addition, pressure has been high on case managers due to issues relating to the current office location which has no access for young people. Therefore, current arrangements for working with young people are not ideal.</p>	
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Use of Resources and Value for Money	YOT financial and staff resources are sufficient to deliver the strategic aims and priorities of the national and local youth justice system	There is a coherent allocation system in place ensuring effective workload coordination and management oversight and review	The YOT directs time and resources to children and young people in accordance with their risk assessment	An appropriate range of quality offending behaviour programmes and provision are available to meet the diverse needs of the local community	YOT ICT resources are sufficient and the capacity and capability of the management information systems are utilised	Driver Rating
YJB Comments 70	100% pooled budget for prevention services commenced in September 2008, and hence it is too early to explore the impact this funding approach has had on service provision across the Local Authority. Volunteer base within the service is incredibly high, with good retention rates of the core volunteer group. It is noted that there is a lack of an operational manager within the	There is an allocations system in place, which incorporates the use of experienced staff to manage high risk cases. The service benefits from a stable staff base of which many are qualified social workers, and thus have the expertise and knowledge to case manage effectively, taking into consideration risk and vulnerability issues. The allocations process may require an update in light of the proposed legislative/sentencing	Reoffending data provides evidence that during 2007, 100% of young people reoffended following an ACO, SO, CPO, CPRO, Curfew Order, DTO Post Custody Licence (although relatively small numbers of young people). The service may benefit from a greater level of analysis regarding this key area of practice, as this is one of the principal aims of the service. Undertaking a greater level of analysis of this information, along with risk/vulnerability management information, will allow the service to determine if the appropriate level of time/resource is directed	A number of examples of offending behaviour work were provided during the visit (as well as examples of programmes working with those “at risk” of offending). These are not simply direct “OBPs” but also programmes/packages are more broadly based around potential risk factors which may lead to offending behaviour to occur (i.e. strengthening protective factors). Examples of programmes include: <ul style="list-style-type: none"> • Young Fathers Group • Use of Functional Family Therapy • Employment Project • Rapid English • Therapeutic Input 	The service has experienced a number of challenges regarding the use of ICT. From a logistical perspective, due to young people being seen in other venues (other than Ship Street), there is some significant inconvenience regarding staff ability to access ICT facilities, as these are held in Ship Street. Also difficulties have been noted regarding the installation of CITRIX, which to	2

<p style="text-align: center;">71</p>	<p>YOT, and the impact this may have upon the YOT manager's ability to undertake what is essentially two full time posts. As a result, performance analysis/scrutiny occurs well at a strategic level. However, greater encouragement could be given to using performance data "within" the YOT team to discuss and consider some potential solutions to address areas of underperformance when they arise. This is where the role of an operational manager working jointly with an information manager would be of great benefit to the service. A further appointment of a</p>	<p>changes brought about by the introduction of The Scaled Approach/YRO during 2009. All cases are overseen by practice managers, supported further by 1-2-1 supervision and via team meetings/risk forums.</p>	<p>towards those young people who require more intensive intervention. The types of packages/interventions available to young people is not being challenged, but rather the extent to which the risks/needs of young people are matched with the level of resource/time via supervision is an area for further exploration and potential development "in-service".</p>	<p style="text-align: center;">Group (TIG)</p> <p>One area requiring greater analysis and development is that of specific interventions to work with BME young people, and young LAC females, who are both disproportionately represented within the service at specific points (i.e. First Tier/Custody, etc). Focusing upon these two key groups of young people, along with further analysis regarding reoffending data. will develop the range of programmes and interventions available to all young people within the YOT.</p>	<p>date has taken a significant period of time to progress. This is an area which could benefit from examination by the YOS YJSG for resolution. One area of ICT usage which could be developed further is that of trained staff using Video Interactive Group (VIG) packages to for professional development of staff, and to encourage debate regarding supervision quality through use of this facility. The service does, however, produce comprehensive performance reports for the YJSG, and is an example of one of the best performance reports seen throughout the validation exercise with all services in</p>	
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72	<p>new Head of Youth Strategy and Justice and a YOT Service Manager is imminent.</p> <p>The YOT provided several examples of effective use of resources and value for money (Employment Project), and the funding of a CAMHS nurse and Psychiatrist by the CYPT joint commissioning process (creating a CAMHS satellite team in the YOT).</p> <p>It is noted that there is a lack of a clearly defined YOT staff training budget (please see section on Workforce Development for further information).</p>				the SE region.	
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Workforce and Organisational Development	YOT organisational structure supports the delivery of the local youth crime strategy	YOT partnership workforce development strategy effectively enables the YOT partnership to overcome risks to future delivery	Timely, structured and quality induction programmes for all new staff and volunteers	Staff and volunteer training needs identified and analysed and plans in place to meet learning and development needs together with YOT partner agencies	Staff performance and development is actively managed through regular and quality appraisal and supervision with outcomes acted upon to ensure YOT staff and volunteers are confident, competent, skilled and accountable	Driver Rating
YJB Comments 73	<p>The positioning of the service within the broader LA agenda (TYS/IYSS) is deemed highly useful to ensure the youth crime agenda is delivered in a true “joined up” manner.</p> <p>The imminent appointment of a YOS Service Manager, and Head of Youth Strategy and Justice, again, provide a good base to maintain</p>	<p>Brighton & Hove CYPT has in place a published Learning & Development Programme (2008/09) consisting of core skills and knowledge training events through the year to support service delivery across a number of key agencies within the LA.</p> <p>The YOT does not have a formal local workforce development strategy, but has in</p>	<p>An induction package for the LA is in place, where new staff are able to gain access to key training/support (i.e. child protection training). Induction packages for practitioners is considered to be of an adequate standard, although it was felt by staff that “non-operational” team members (non-practitioner staff) did not receive the same level of induction.</p> <p>Induction programme provided as evidence focused primarily upon meeting team members when new in post, and noting any issues for</p>	<p>Staff and volunteers have access to training support within the service. Examples of these include staff accessing Foundation Degrees in youth justice, PCEP, Operational Managers modular training, and PQ1 for the child care award. The YOT manager is also undertaking an IDEA/OPM Future Leadership course.</p> <p>The identification of training needs occurs more commonly through formal mechanisms such as supervision, and this can help to fuel an in-service staff training plan. By using team meetings to consider</p>	<p>Staff members receive supervision and appraisal through the formal mechanisms laid out by Local Authority policy. Meeting with a number of staff showed a confident and skilled workforce, who hold a “can do” attitude.</p>	2

	<p>strategic alignment of the service with all other key agencies. One area of workforce development which could benefit from greater support is that of an operational support group (ideally led by an operational manager), to facilitate team members to have greater involvement in performance data analysis and scrutiny, greater input into the development and direction of the service, and a greater sense of ownership of the youth crime agenda and the specific training/workforce needs of all staff could be more fully realised.</p>	<p>place an ASSET improvement plan and an in-service staff training plan, and is able to access the L&D Programme. In addition, the service is offered training support from the YJB SE regional team around risk and QA systems in preparation for The Scaled Approach. It is noted as a concern that the YOT does not have a distinct training budget, and thus although creative support and training has been provided to staff, this has had to be resourced from the YOTs main budget. The YOT decided to no longer remain a member of the SE regional training consortium, due to issues regarding</p>	<p>further clarity. Again, this is an area which could benefit from further development, to incorporate copies of policies/protocols, shadowing of practice, and outlining the requirements of the post (i.e. recording information; QA systems; KPIs and National Standards) to encourage a better level of performance management culture within the operational staff base.</p>	<p>performance data analysis and systems (and areas for improvement) will also help capture staff training needs, which can then be fed to the YJSG via a YOT workforce development strategy which is corporately owned. This area of development may also be considered a useful process/tool to present the business case for a dedicated training budget for YOT staff, based upon the nature and extent of needs identified (particularly in light of the significant changes occurring both locally and national regarding the youth crime agenda).</p>		
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		the quality of training available, when compared with the amount of monies provided to the centralised regional training budget.				
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Performance and Quality Systems	National and local youth justice strategic aims and priorities drive the work of the YOT partnership and the activity of staff and volunteers	Management information is stored and gathered securely, accurately and consistently in line with YJB and local rules, guidance and procedures	Management information is effectively analysed and proactively used to help YOT staff and the YOT management board to fully understand the story of place in terms of success factors and priority improvement activities	Effective quality assurance systems drive the highest quality of Assessment, Planning Interventions and Supervision as defined in the Key Elements of Effective Practice (KEEPs) and YJB guidance (See APIS questions below)	Systems are in place to manage and review the effectiveness and efficiency of the processes that underpin operational partnership working relationships with key agencies and specialist providers	Driver Rating
<p>YJB Comments</p> <p>76</p>	<p>Please refer to section on Governance and Leadership to provide evidence of how the aims and priorities of the YOT partnership are driven forward (i.e. TYS/IYSS developments within the locality; CJSSS preparation).</p>	<p>Management information is stored securely, although the challenge to the service lies in that of lack of access to ICT facilities when not in Ship Street office base. Young people are not allowed to be seen on the premises and thus access to ICT (which is held in this building) is limited/non-existent within the other two locations in the City where young people are supervised.</p>	<p>Performance reports to the YJSG are of a high standard of presentation and analysis. YJSG scrutinise data to fully understand the story of place and set improvement actions/milestones. An area for development, however, is that of breeding a performance management culture “in-service”, by working more closely with team members around performance data analysis and interpretation, hence developing a solution focused approach to understanding areas of underperformance, within the service, rather than at</p>	<p>Please refer to APIS Case Sampling Exercise for further information on this key line of enquiry.</p>	<p>Operational forums exist, with the YOT being key partners, and thus operational partnership working is understood via the linkages between the service and working groups (i.e. YOT manager sitting on TYS, ASB, RHF, FIP)</p> <p>One area for consideration is that of revisiting working protocols/SLA with partners to ensure they are still “fit for purpose”, in</p>	<p>2</p>

			<p>a strategic level (i.e. YJSG).</p> <p>Areas of performance which could benefit from a greater sense of ownership by team members are as follows;</p> <ul style="list-style-type: none"> • BME data • Reoffending data 		<p>preparation for changes on the horizon (Scaled Approach/YRO, etc). In particular, the development of a formal SLA between YOT and CAMHS provision could be considered.</p>	
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Citizens and Service Users	YOT partnership has an effective community engagement and communications strategy that directly informs the development of local youth justice services	YOT partnership proactively engages with and seeks feedback about the quality of YOT services from children and young people	YOT partnership proactively engages with and seeks feedback about the quality of YOT services from parents, carers and corporate parents	YOT partnership proactively engages with and seeks feedback about the quality of YOT services from victims of youth crime and the wider community	YOT partnership proactively engages with and seeks feedback about the quality of YOT services from sentencers and other partner agencies	Driver Rating
<p>78</p> <p>YJB Comments</p>	<p>Although there is no formal communications strategy in place within the service, the YOS strives to improve public confidence using the following methods:</p> <ul style="list-style-type: none"> • Open day one afternoon per month to all other agencies • Representation at the Racial Harassment Forum/Casework Panel and the ASB Planning meeting • Use of art projects to open up the work of young offenders to 	<p>Service Users Group is currently being developed, and thus this is work in progress.</p> <p>One area for improvement lies in the use of “What Do You Think” which is currently not consistently adopted across the service. This is an area which could benefit from feeding into performance reports to YJSG, as well as helping to “close the loop”, of continuous improvement regarding service provision/quality</p>	<p>Parents/carers feedback is obtained through those parents on parenting orders, although most feedback is on an informal basis.</p> <p>Parenting strategy group for the City is a sound mechanism for gaining feedback from parents and carers.</p> <p>Feedback from corporate parents is an area where mechanisms could be more formally arranged.</p> <p>This is an area which could benefit from feeding into performance reports to YJSG, as well as helping to “close the loop”, of continuous improvement regarding service provision/quality.</p>	<p>Appointment of a new RJ worker will cross boundaries with Victim Support. The service pay Victim Support for supervision arrangement for the RJ worker</p> <p>Feedback from victims to date has been largely positive, although again, this may be an area which could benefit from feeding into performance reports to YJSG, as well as helping to “close the loop”, of continuous improvement regarding service provision/quality.</p>	<p>Sentencers confidence and feedback is demonstrated through congruence rates between PSR sentencing proposals and court outcomes.</p> <p>This is a strong area of practice by the Remand and Custody Team, who work tirelessly to ensure the courts are well served, and hold the service in high regard with respect to provision available to manage the risks and needs of all young people.</p> <p>PSR feedback on</p>	<p>2</p>

79	<p>the public, including reparation murals etc, with local businesses</p> <ul style="list-style-type: none"> • Graffiti cleaning • Recent development of service users group • Listen and Learn schools programme • Signing up of YOT to the SCJB Public Liaison and Community Engagement Strategy (PLACES) • Employment Project 				<p>quality of reports is an area for development, although informally, sentencers comment upon PSR quality.</p>	
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Overall Driver Rating	11
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APIS Quality Management Key Lines of Enquiry

Rating System	1	A YOT partnership that does not meet minimum requirements	Performs Poorly
	2	A YOT partnership that meets only minimum requirements	Performs Adequately
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APIS Quality Management Key Lines of Enquiry

To what extent do the YOT have a clearly established system for case-management supervision?

To what extent is management oversight clearly recorded in case files/case recording systems?

To what extent is there a clear and consistently followed process of induction for new staff in case-file QA systems?

YJB Comments

PSRs are gate kept by manager/senior social worker, with ASSETs and ROSH being countersigned
 RMPs are beginning to be embedded into the practice of the team, as are VMPs (although this is arguably a stronger conceptual area, due to the staff base being predominantly social work qualified team members)
 YOT has set up a monthly management of serious harm meeting (MoSH), consisting of managers within the service, to review cases of serious harm – this is a developing process. Cases are discussed during 1-2-1 supervision, with higher risk cases being referred to the MoSH meeting
 Staff induction does not fully explore the role of the practitioner and the links to QA systems/performance management culture “in-service” and is an area for further development

Of 5 cases sampled from a list of 20 cases defined as high risk by the YOT, the overall picture regarding RMP/VMP completion, management counter signatories and review dates was of a very good standard. Information presented in RMP/VMP was detailed, with appropriate MAPPA levels being identified and referred, where necessary to MAPPA meetings. Processes underpinning post-RMP/VMP completion are still being embedded, and acknowledgement is given to this within this section.