<table>
<thead>
<tr>
<th>Contents</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword</td>
<td>4</td>
</tr>
<tr>
<td>Section 1: Our Vision, Purpose and Principles</td>
<td>5</td>
</tr>
<tr>
<td>Section 2: Service Priorities 2014-15</td>
<td>7</td>
</tr>
<tr>
<td>Section 3: Governance</td>
<td>8</td>
</tr>
<tr>
<td>Section 4: Resourcing and Value for Money</td>
<td>9</td>
</tr>
<tr>
<td>Section 5: Consultation and Feedback</td>
<td>10</td>
</tr>
<tr>
<td>Section 6: Performance against National Indicators</td>
<td>16</td>
</tr>
<tr>
<td>Section 7: Local Indicators</td>
<td>20</td>
</tr>
<tr>
<td>Section 8: Inspection Improvement</td>
<td>21</td>
</tr>
<tr>
<td>Section 9: Contribution to Partner Strategies</td>
<td>26</td>
</tr>
<tr>
<td>Section 10: Risks to Future Delivery</td>
<td>27</td>
</tr>
<tr>
<td>Section 11: Service Priority Delivery Plan 2014-15</td>
<td></td>
</tr>
</tbody>
</table>
Foreword

The past year has been one of challenges, some unexpected but also lots of opportunities and service progression. In April 2013 Hazel Williamson, Lead for the YOS took maternity leave and Ammie Ghaley was appointed as Interim Lead for the YOS. It is appropriate that we acknowledge the hard work of Ammie and the staff in maintaining a high level of service to young people, parents and victims.

The service has relocated to a more efficient and suitable building which offers considerable year on year savings. Co-location of the Prevention Team within the locality structure has been further strengthened this year with the implementation of the Legal Aid, Sentencing and Punishment of Offenders Act. Further work is planned for 2014-15 to ensure that the local Troubled Families initiative ‘Families Matter’ is integrated into the work of the Youth Offending Service to provide effective intervention with families where youth offending is persistent.

Service performance in respect of reducing first time entrants, reducing re-offending have seen a downward trend and the safe use of custody remaining the same this year and work within 2014-15 will begin to reflect on the achievements made and will begin to examine the reasons behind the success stories.

Stoke-on-Trent Youth Offending Service was subject to a Short Quality Screening inspection by HMI Probation in July 2013 and the inspection found that:

‘Overall, we found a positive picture in Stoke-on-Trent. The Youth Offending Service (YOS) can be rightly proud of the improvements in the quality of practice since our previous inspection in November 2010’

The inspection team included a number of recommendations which will be included in the delivery plan for 2014-15.

On behalf of the Management Board we are pleased to endorse the Stoke-on-Trent Youth Justice Strategic Plan for 2014-15 and look forward to another exciting and successful year.

Mark Warr

Assistant Director for Vulnerable Children and Corporate Parenting, Chair of the Youth Offending Service Management Board
Section 1: Our Vision, Purpose and Principles:

Vision:

Stoke-on-Trent Youth Offending Service is committed to contributing to a fair and effective Criminal Justice System which provides justice for victims and communities, rehabilitation and punishment for young people whilst providing positive opportunities and robust interventions.

Purpose:

Our purpose is to prevent young people offending and once in the Criminal Justice System to robustly assess the needs of young people and victims and offer high quality interventions to reduce crime, support victims in order to increase public safety in the city of Stoke-on-Trent.

We will do this by:

- Preventing offending
- Reducing re-offending
- Improving outcomes for children and young people
- Protecting the public from the harm that young people can cause to individuals, communities and the public and
- Working to ensure that custody is limited only to those young people whose risk cannot be managed within the community

Principles:

The following principles underpinning our service are:

- Regard for the safety of the public as a priority
- Provision of a fair and equitable service to children, young people, staff, victims and the wider public
- Respect for young offenders as children and young people
- Respect for diversity in terms of race, gender, disability, age and sexual orientation
- Promotion of the rights of the victims and the rights and responsibilities of children, young people and their families
- Valuing staff as our most important resource
- Actively promoting appropriate interventions and sentencing
- Provision of a quality service which is effective, efficient and provides value for money
Section 2: Service Priorities 2014-15

1. Improvement in key performance areas

Stoke-on-Trent Youth Offending Service will strive to reduce the use of custody, re-offending and first time entrants’ rates and improves outcomes for children and young people by:

- Developing a robust partnership approach to the Families Matters strategy to effectively intervene with children and young people and families who commit the highest number of offences in the city
- Working with Police to review the effectiveness of the Integrated Offender Management Strategy and implement best practice
- Improving and develop the planning process for children and young people to develop integrated partnership plans which address individual causes of offending behaviour
- Ensuring an undertaking to complete and review the post inspection improvement plan

2. Delivery of high quality work

Stoke-on-Trent Youth Offending Service will ensure that all its work is of a high quality by:

- Ensuring a commitment to the Youth Justice Board Effective Practice Forums and local best practice meetings
- Identifying training needs and enabling staff and managers to grow in skills through the use of appraisal and professional development
- Ensuring that young people who present with the most risks receive a robust intervention plan through effective partnership working to reduce the risks taking into account the safeguarding needs of the child
- Embedding quality assurance into the service which is linked to individual performance and development
- Embedding reflective supervision into individual and group supervision to support professional development
- Working with the Youth Justice Board to utilise their reducing re-offending toolkit to identify ‘what works’ and apply to future practice
3. **Restorative Justice**

Stoke-on-Trent Youth Offending Service will further embed the use of restorative justice in its work with children and young people and victims by:

- Undertaking additional responsibilities in the delivery of Community Payback
- Ensuring that every young person who receives a custodial sentence is offered an opportunity to engage in a restorative justice intervention
- Increasing the provision of reparative activities which will provide victims with a greater opportunity in being involved in the intervention planning
- Undertaking a commitment to the provision of restorative approaches with all young people involved with preventative services

4. **Service user involvement**

Stoke-on-Trent Youth Offending Service will ensure that young people, families and victims are at the centre of its work by:

- Ensuring our assessments robustly incorporate the views and perspectives of the child, family and victim so that we can more effectively reduce offending, safeguard children and protect the public
- Ensuring the ‘Youth Council’ actively contributes to planning and future service delivery
- Ensuring that the learning needs of the child are fully identified within our interventions creating individual packages of support to reduce offending behaviour risks

5. **Partnership**

Stoke-on-Trent Youth Offending Service will ensure that continued working with partners is a key element of practice by:

- Engaging and ensuring that local priorities are aligned with the office of the Staffordshire Police and Crime Commissioner
- Ensuring that the partnership arrangements that support the service are enshrined within interventions offered to young people, families and victims
- Working closely with the National Probation Service to assist with a smooth transition during the radicalisation process
- Working closely with the Families Matters strategy to embed this approach into practice within the Youth Offending Service
Section 3: Governance

The Youth Offending Service Management Board is the strategic partnership body within Stoke-on-Trent that oversees the local delivery of the statutory responsibilities under the Crime and Disorder Act 1998 for youth justice services and the Youth Offending Service. Chaired by Mark Warr, Assistant Director for Vulnerable Children and Corporate Parenting, Stoke-on-Trent City Council, the Board is responsible for the governance of the Service and monitors and challenges the functions and performance of the Youth Offending Service.

What the Board does to ensure effective governance:

- Supports the Youth Offending Service in achieving its principal aim of preventing and reducing re-offending amongst children and young people
- Ensures the effective delivery of youth justice services via monitoring and implementation of the annual youth justice plan and post inspection plans
- Monitors Youth Offending Service performance against National Indicators by scrutinising quarterly performance reports and agreeing actions for improvement
- Scrutinises the Youth Offending Service annual spending to ensure that all core services are delivered within the allocated budget
- Ensures that the Youth Offending Service is fully integrated into and able to influence strategic developments in which partners are engaged

All statutory partners are represented on the Management Board and where appropriate the board will extend its membership to their partners to ensure the progression of a specific development issue

The annually reviewed Management Board Terms of Reference and financial agreement ensures that the Board operates within clearly defined guidance and annual planning enables the Board to consider the current priorities for the Youth Offending Service.
Section 4: Resourcing and Value for Money

The Partnership contributions are essential to the effective running of the multi-agency Youth Offending Service

<table>
<thead>
<tr>
<th>Partner Contributions</th>
<th>Staffing</th>
<th>Direct Payments</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stoke-on-Trent City Council</td>
<td>£27,764</td>
<td>£603,290</td>
<td>£631,054</td>
</tr>
<tr>
<td>Staffordshire Police</td>
<td>£114,560</td>
<td>£147,000</td>
<td>£261,560</td>
</tr>
<tr>
<td>Health</td>
<td>0</td>
<td>£192,573</td>
<td>£192,573</td>
</tr>
<tr>
<td>Probation</td>
<td>£48,000</td>
<td>£49,343</td>
<td>£97,343</td>
</tr>
<tr>
<td>Youth Justice Board</td>
<td>0</td>
<td>£647,358</td>
<td>£647,358</td>
</tr>
<tr>
<td>Police Crime Commissioner</td>
<td>0</td>
<td>£84,058</td>
<td>£84,058</td>
</tr>
<tr>
<td>TOTAL</td>
<td>£190,324</td>
<td>£1,723,622</td>
<td>£1,913,946</td>
</tr>
</tbody>
</table>

Budgetary Summary 2014-15

The Youth Offending Service Partnership will fund the budget for the 2014-15 as detailed above. The following changes to this year’s budget are detailed below in comparison to the previous year:

Funding from the Police has remained the same.

Funding from Probation has remained the same.

Funding from Health has reduced by 1%

There is a reduction of £110,719 from Stoke-on-Trent City Council which includes the deletion of the Direct Schools Grant.

Stoke-on-Trent City Council will provide us with £24,690 in kind, for example – telephones, photocopying, insurance etc.

The contribution from the Youth Justice Board has remained the same.

There is a total reduction of 2% for 2014-15, with much of this being met through reduced building costs and efficiency savings.

Police Crime commissioner remains the same.

Inevitably some services have been distributed to existing staff, an increase in remit which will continue to prove a challenge. The predicted budget spend for 2014-15 is £98,285, higher than the income and whilst this can be met by the partnership with reserves the Youth Offending Service Board members will need to consider the impact moving into 2015-16 with no reserve budget remaining.
**Section 5: Consultation and feedback**

Stoke-on-Trent Youth Offending Service receives regular feedback and consults young people, victims and the courts. Below are some examples of the comments received:

**Young People**

- Helped me stay out of trouble
  - &
  - Showed me that I can’t keep offending

- Kept me busy and so kept me off the streets
  - &
  - Got me on a course with the Army

**Victims**

- Overall I felt that this was a really valuable experience as the young person got to see the damage they had caused

- It gave us an opportunity to put faces to those that had committed the offence and was quite eye opening

**Courts**

- Great report with excellent recommendations and relevant to the gravity of offending

- We are pleased that we are given consistency in court and we always have our questions answered
Section 6: Performance against National Indicators

Reducing First Time Entrants

Commentary:

- We continue to perform well against our comparative areas achieving a 37% reduction in the numbers of young people entering the criminal justice system.
- The latest Youth Justice Board report states that Stoke-on-Trent Youth Offending Service figures for First Time Entrants demonstrates a reduction which is over twice the regional figure and nearly twice the national rate.
- As predicted nationally the introduction of the Legal Aid, Sentencing and Punishment of Offenders Act (LASPO) has seen a reduction in First Time Entrants, with the Youth Offending Service, Police and locality partners working jointly to offer alternatives to statutory intervention. As LASPO continues to be embedded it is anticipated that there will be further reductions.
- Relationships have been further improved within the locality model with young people at risk of offending receiving co-ordinated services.
Performance against National Indicators

First Time Entrants: Key Ares of Development for 2014-15:

Example of Good Practice:

Three young people were arrested for Theft and were referred for a prevention intervention. The Prevention Team worked with the young people to address their support needs and the Restorative Justice Worker supported the victim.

This piece of work led to the victim and the young people meeting face to face.

Following the face to face meeting the young people were shocked by the effect they had on the victim and the victim commented that ‘the experience was helpful in coming to terms with the offence’.

Development during 2014-15:

- The Health Diversion for young people offered as part of prevention will be expanded to offer a more holistic service. A variation on the hours will also lead to a speedier response with assessment times matching arrest times
- Further embed the out of court disposals and begin to identify the reasons young people targeted do then not go onto offend to develop good practice guidance
- Develop a pathway for young people involved in prevention to ‘step down’ to mainstream services once their risks have reduced
- Focus on the use of restorative principles on prevention by engaging with all victims of youth prevention crimes
- To work closely with the City Council Locality Structure to develop a ‘one door’ policy for all young people who are at risk of offending
Performance against National Indicators

Reducing Re-offending

Commentary:

- The latest available data in relation to reducing re-offending demonstrates a significant reduction in the numbers of young people continuing to offend. Notably this is our largest drop to date and puts us in second place in comparison to similar youth offending service areas. The Youth Justice Board have recently commented that ‘Stoke-on-Trent Youth Offending Service has made positive progress against this indicator whereas regionally and nationally rates of re-offending have risen’.

- The policy of reviewing high risk cases has been further strengthened and this was highlighted as good practice during the services inspection ‘there was a sufficient review, throughout the sentence, of plans to manage and reduce the risk of harm’

- Resources have been better targeted at those young people most likely to re-offend in partnership with other agencies

- Further role out of the Integrated Offender Management has provided intensive supervision for those young people most likely to re-offend
Performance against National Indicators

Reducing Re-offending: Key Areas of Development for 2014-15:

Example of Good Practice:
A young man who first came to the attention of the Youth Offending Service for offences of Robbery was sentenced to custody. He was referred to the Integrated Offender Management strategy and worked closely with the Police and his Youth Offending Service Officer. The young person had many risk factors which included school exclusions, substance misuse and offending on bail. The young person was monitored closely and supported intensively on his release from custody and he is now working with the Princes Trust and he has been chosen to run a project within his own community as a role model to other young people and his risks have reduced considerably with no offending since 2012.

Development during 2014-15:

- Further develop the use of the Integrated Offender Management Strategy by ensuring that young people are targeted earlier to reduce the risks of re-offending
- Develop strategies to support the changes in the radicalisation of the Probation Trust which will target young people transitioning to adulthood and those completing community payback
- We will increase the numbers of victims engaging in Restorative Justice
- Ensure that Restorative Justice principles are embedded within day to day practice
- Ensure there is individuality in all interventions with young people which will reflect their learning needs
- Develop a holistic ‘wrap around’ health intervention to address identified unmet health needs of young people
- Ensure that all intervention plans are SMART with clear roles and responsibilities agreed by all relevant agencies
Performance against National Indicators

Reducing the use of Custody

- Performance in this area has remained static. This totals a number of 18 young people receiving custodial sentences within the latest reporting period. Although the numbers of young people have remained the same for 2 years, the rate is one of the highest in England, with further analysis needed in this area.
- There is improved engagement with courts with the Chair of the Youth Magistrates Bench being represented on Stoke-on-Trent Youth Offending Service Management Board.
- The service has developed Post Custody Support which offers all young people receiving a custodial sentence the opportunity to receive voluntary support above and beyond their statutory order.
- There is now a dedicated custody officer which has enabled strong relationships to be established with custodial settings and by being a key holder at Werrington Young Offender Institute this enables a swift response to the needs of young people.

Annual Use of Custody Comparison against areas with similar profiles

<table>
<thead>
<tr>
<th>Rate per 1,000</th>
<th>Stoke on Trent</th>
<th>Sunderland</th>
<th>Derby</th>
<th>Plymouth</th>
<th>Bolton</th>
<th>Salford</th>
<th>Sheffield</th>
<th>Wolverhampton</th>
<th>Coventry</th>
<th>Cardiff</th>
<th>England</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct11-Sep12</td>
<td>-0.56</td>
<td>0.36</td>
<td>0.87</td>
<td>-0.40</td>
<td>-0.38</td>
<td>0.09</td>
<td>-0.27</td>
<td>0.04</td>
<td>-0.82</td>
<td>-0.57</td>
<td>-0.20</td>
</tr>
<tr>
<td>Oct12-Sep13</td>
<td>0.00</td>
<td>-0.08</td>
<td>-1.22</td>
<td>-0.05</td>
<td>-0.11</td>
<td>-0.24</td>
<td>-0.21</td>
<td>-0.79</td>
<td>-0.21</td>
<td>0.47</td>
<td>-0.22</td>
</tr>
</tbody>
</table>
### Performance against National Indicators

### Reducing the use of Custody: Key Areas of Development for 2014-15:

#### Development during 2014-15:

- Further embed the use of Post Custody Support to provide young people with intervention beyond the statutory intervention period
- Continue to work with Children’s Services in developing the work with vulnerable and looked after children to ensure that where appropriate these young people remain in the community
- Developing re-engagement panels in which young people, parents and agencies will review and revise intervention to address non-compliance
- Develop a robust process for identifying young people engaged in serious group offending to ensure that risks between gangs and individuals are effectively managed
- Provide opportunities for young people who have experienced custody to share their journey with young people who are at risk of receiving a custodial sentence
- Work with the Youth Justice Board to analyse custodial sentences in order to identify trends and areas for improvement
- Continue to work with courts to build confidence in the proposals to Magistrates and Judges

#### Example of Good Practice:

A young person was referred to the Youth Offending Service Post Custody Support which offers voluntary support on release from custody providing practical help. This is additional work to the statutory intervention and lasts as long as the young person needs the support.

The young person was supported for 14 months and during this time completed their order, gained full time employment, received qualifications in sport and did not re-offend and remains employed 6 months on.
Section 7: Local Indicators

Stoke-on-Trent Youth Offending Service Management Board has always been keen to develop local performance indicators which focus on improving practice. For the last 3 years their focus has been on Education, Training and Employment and Accommodation for young people.

Education Training and Employment

<table>
<thead>
<tr>
<th>% Number of Young People in Education, Training and Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>School Age</td>
</tr>
<tr>
<td>June Qtr 2012</td>
</tr>
<tr>
<td>Sept Qtr 2012</td>
</tr>
<tr>
<td>Dec Qtr 2012</td>
</tr>
<tr>
<td>Mar Qtr 2013</td>
</tr>
</tbody>
</table>

Commentary:

The latest reporting period for the local indicator for Education Training and Employment (ETE) shows an improvement in the numbers of young people engaged in ETE at the end of their order during September 2013. This has been achieved through a more co-ordinated approach in the use of education plans with schools, City Council and careers. In addition, the introduction of Raising the Participation Age (RPA) by the government has had a direct impact with young people being offered education until the age of 18. Therefore, there has been an increase in the numbers of young people above school age and it is anticipated that there will be continued improvements on this local target.
The numbers of young people in suitable accommodation at the end of their order has consistently been achieved above the locally agreed target of 90%. This has been achieved through close working with accommodation providers and developing pathways with the City Council’s Housing Team.

Whilst we recognise the significance of suitable accommodation and education, training and employment in reducing re-offending the YOS Management Board will adopt new local targets from 2014-15 based on achievements made with the current indicators.

Both of the local indicators will continue to be monitored at service level and any under-performance reported to the board.
Local Indicators

Key Areas for Development 2014-15:

Restorative Justice (RJ)

Feedback from victims who engage with Stoke-on-Trent Youth Offending Service is good with all reporting a positive experience.

We have some excellent examples of victims meeting the offender, letters of apology and victims influencing which reparative activity the young person should complete.

Research in the area of RJ and direct victim engagement consistently demonstrates a positive impact in the reduction of re-offending. However, victim feedback is that there should be more options available for the victim to decide and influence the type of RJ completed by the young person.

On examining our performance we can see that of the 188 cases worked with in the last 10 months (most recent data) 35 victims actively engaged with our service despite the service contacting every victim. This equates to a figure of 18%.

We believe that with a revised RJ strategy in the year 2014-15 we can significantly increase the number of victims actively engaging with our service to 50%.

We will do this by:

- Developing an RJ strategy with the victims at the heart and in consultation with victims
- Ensuring there is a wider range of reparative activities available to victims
- Increasing the capacity within the RJ services currently offered
Local Indicators

Key Areas of Development 2014-15

Engagement of young people:

Feedback from staff is that for some young people they struggle to complete their orders with the main factors being lack of motivation, intervention not matching their learning needs and young person unable to change due to external factors e.g. community or family.

On examining the data we can say that in the previous 10 months we worked with 188 young people and of those 135 successfully completed their order which equates to 72%. There were 17 young people referred out of area which leaves 36 young people who did not complete their order due to re-offending and/or breach of their order.

We know that young people who breach their orders are more likely to receive a heavier sentence/escalate within the justice system quicker than their counterparts and more likely to reach the threshold for custody at an earlier age.

We feel that we can increase the successful completion rate to 85% during 2014-15 by:

- Ensuring all intervention plans are tailored to individual needs
- Developing the concept of Integrated Offender Management and work in partnership with Police and young people to identify those with low motivation and to provide them with extra targeted work.
- Developing re-engagement panels in which young people, parents and agencies will review and revise intervention to address non-compliance.
- Developing interventions aimed at increasing confidence and motivation in children and young people
Section 8: inspection Improvement

During July 2013 Stoke-on-Trent Youth Offending Service received a Short Quality Screening Inspection of the youth offending work, conducted by HM Inspectorate of Probation.

Summary

Overall the inspectors found a positive picture in Stoke-on-Trent and the report stated that ‘the YOS can be rightly proud of the improvements in the quality of practice since our previous inspection in November 2010’.

As part of the development following inspection the Youth Offending Service is required to develop an improvement plan. Much of the actions have been completed in year 2013-14 however the remaining actions will form part of the delivery plan in 2014-15.

<table>
<thead>
<tr>
<th>Area requiring improvement</th>
<th>How YOS will improve area</th>
<th>By when</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessments and plans for the management of risk of harm should address the safety of any identified victims or potential victims.</td>
<td>Stoke YOS will ensure refresher training is provided to all relevant staff identifying YJB effective practice in the completion of assessments and plans</td>
<td>April 2014</td>
</tr>
<tr>
<td>Assessments of risk of harm should take into account relevant previous behaviour and offences.</td>
<td>Stoke YOS will ensure refresher training is provided to all relevant staff identifying YJB effective practice in the completion of risk of harm assessments.</td>
<td>May 2014</td>
</tr>
<tr>
<td>Plans should note any diversity factors and barriers to engagement and describe how case managers and others will address them when delivering interventions.</td>
<td>Staff will be provided with guidance on appropriate framework e.g. – learning style, speech, language and communication, mental health, special educational needs. Managers will support, challenge and intervene in relation to diversity practice. Diversity practice to be a key element of our quality assurance process.</td>
<td>July 2014</td>
</tr>
</tbody>
</table>
Section 9: Contribution to Partner Strategies

Families Matter

Nationally there is an initiative for councils and its partners to identify and reach 120,000 families. These families are characterised by there being no adult in the family working, children not being in school and family members involved in crime and anti-social behaviour.

These families almost always have other long-standing problems which can lead to their children repeating the cycle of disadvantage. One estimate shows that in over a third of these families there are child protection issues. Another estimate suggests that over a half of all children who are permanently excluded from school come from these families, as do one-in-five young offenders.

Other problems such as domestic violence, relationship breakdown, mental and physical health problems and isolation make it incredibly hard for families to start unravelling their issues.

In Stoke-on-Trent the local Families Matter programme has Lead Practitioners placed with local services across the city to work with families who are experiencing difficulties with one or more of these issues:

- Crime and anti-social behaviour
- Parenting challenges
- Poor school attendance
- Serious financial issues

Stoke-on-Trent Youth Offending Service contributes by:

- Placing the Youth Offending Service Prevention Team within the city's locality teams to work closely with lead practitioners in supporting identified families
- Referring families into the Families Matter programme to ensure additional and co-ordinated support for those families assessed to be most at risk
- Ensuring alignment between the Youth Offending Service and wider local authority strategy
Health and Wellbeing Strategy

The purpose of the Joint Strategic Needs Assessment (JSNA) is to help professionals, services and communities improve the health and wellbeing of Stoke-on-Trent’s population through clearly identifying local needs.

Stoke-on-Trent Youth Offending Service contributes by:

- Working with health colleagues to inform and update the JSNA
- Identifying and raising awareness of the health issues of young people at risk or involved in offending
- Promoting positive health choices with young people
- Delivering health interventions for lower level needs and delivering substance and alcohol misuse interventions
- Referring to specialist assessment and treatment as required

MAPPA

The purpose of the Multi-Agency Public Protection Arrangements (MAPPA) is to ensure that arrangements are in place to manage the risk posed by the most serious offenders under the Criminal Justice Act 2003.

Stoke-on-Trent Youth Offending Service has duty to co-operate and are required to nominate senior representatives to sit on the strategic MAPPA Board and other working groups.

Stoke-on-Trent Youth Offending Service contributes by:

- Ensuring that MAPPA are notified of any young person meeting the criteria
- Working with MAPPA colleagues to ensure that young people identified within the criteria are managed within MAPPA guidelines to develop intervention plans designed to reduce risks
- Ensuring that young people identified under the arrangements are overseen by a senior manager within the Youth Offending Service
- Having an identified Senior Practitioner with responsibility for MAPPA cases
Safeguarding

Stoke-on-Trent Children’s Safeguarding Board brings together representatives from various agencies and organisations in the city to work in partnership to protect children and young people. By sharing expertise and practice the board can make sure those children, young people and their families have access to the right support and services they need.

Stoke-on-Trent Youth Offending Services contributes by:

- Ensuring that there is a named senior manager representative at strategic board level
- Delivering Level 1 & 2 Safeguarding training to all staff within the Youth Offending Service
- Working with colleagues to identify good practice and share learning
- Completing comprehensive assessments on young people within the service identified as highly vulnerable and ensuring that these cases are overseen by a senior manager
- Having an identified Senior Practitioner with responsibility for Safeguarding
- Making appropriate child protection referrals when children and young people are identified as being at risk from abuse or neglect

Children, Young People and Families Plan

The Children, Young People and Families Plan 2013-16 sets out how the partnership will continue to improve the lives of children, young people and families within the city of Stoke-on-Trent and achieve its vision for all children and young people to be:

- Happy, safe and healthy; and
- Inspired and enabled to succeed in all aspects of their life

Stoke-on-Trent Youth Offending Service contributes by:

- Developing strategies and interventions to reduce the numbers of children and young people entering the criminal justice system
- Working closely with agencies and social care to reduce the numbers of looked after children
- Working closely with young people to improve the transition to work and independence
- Developing interventions with children, young people and families to ensure they are safe and healthy
Police Crime Commissioner

Staffordshire Police Crime Commissioner (PCC) ensures that there is a focus on preventing and reducing crimes that matter the most to the public. In addition, they will set the Police and community safety budgets to decide where the money is best spent. To do this they will work closely with local partners and organisations to fight crime and anti-social behaviour.

Stoke-on-Trent Youth Offending Service contributes by:

- Ensuring that the PCC priorities are embedded within service planning
- Working closely with local partners and organisations to deliver interventions to help reduce anti-social behaviour
- Targeting children and young people who are more likely to commit crime and deliver intensive case management to reduce any risks posed

Safer City Partnership

Stoke-on-Trent Safer City Partnership is responsible for implementing the national crime, drug and alcohol strategies at a local level. Its aim is to work in active partnership,

‘creating a safer, stronger and healthier city by reducing crime, disorder, substance misuse and associated problems’

Each year the partnership undertakes a needs assessment to determine the priorities for the coming year.

Stoke-on-Trent Youth Offending Service contributes by:

- Ensuring that the offending trends of young people are fed into local planning
- Focusing on young people who are classed as prolific and priority offenders
- Delivering joint offending behaviour interventions to reduce the risks of offending behaviour
Integrated Offender Management

Integrated Offender Management (IOM) is an initiative to reduce crime and reduce re-offending by a more intensive case management approach to certain individuals. It aims to provide the right interventions to the right individuals at the right time through breaking the cycle of their behaviour. The services to address individual need include health, education, employment, housing, substance misuse programmes and parenting programmes.

IOM involves close working between Staffordshire Police, West Midlands Probation Trust, Staffordshire and Stoke-on-Trent health trusts, Stoke-on-Trent City Council, Community Safety, Prison Service and Stoke-on-Trent Youth Offending Service.

Information sharing and communication is key to the success of IOM, with partnership working being the driving force behind the scheme.

IOM focuses on repeat offenders who meet a specific criteria or pattern of offending behaviour. Within IOM individuals will be offered support and assistance to stop their offending behaviour. If individuals refuse the help and their offending continues then they will be targeted by agencies on a daily basis with all partners sharing information on the individual in an attempt to intervene in the offending lifestyle.

Within Stoke-on-Trent Youth Offending Service all young people identified under IOM have an identified Police Officer who will work alongside their case manager and any increase in risks will be dealt with swiftly which can result in a young person being returned to court or to prison.
Section 10: Risks to Future Delivery

The principal risk to delivery remains the financial pressures on the pooled budget for the Youth Offending Service. Reduction in funding during 2013-14 has been addressed through efficiency savings and a re-location to a building better suited to needs and with fewer running costs.

Despite these responses, financial support will need to be pro-actively considered by all partners to ensure that the service continues to develop and meet local need. During 2014-15 the Youth Offending Service Management Board will continue to work together to ensure that their statutory responsibilities as partners will support future service delivery.

The Probation Trust faces significant changes in respect of Transforming Rehabilitation agenda which aims to reform delivery of adult probation services. This will have an impact on the Youth Offending Service in respect of the Community Payback for all 16-18 year olds. Currently completed by the Probation Trust it is proposed that from the 1st April 2014 this role is undertaken by the Youth Offending Service meaning an increase in work load.

Requirements around the Youth Justice Board funding have changed with Effective Practice grants being administered. It will be important that the Youth Offending Service continues to develop with the grant requirements in mind.

A significant risk is that the allocated funding by partners does not adequately reflect or address local need going forward into 2015-16; therefore the Youth Offending Service Management Board will need to identify ways to secure additional funding to address any predicted shortfall in the coming years and to ensure that they meet their statutory responsibilities.
## Section 11: Service Priority Delivery Plan 2014-15

Below is a high level delivery plan which sets out the priorities and how they will be achieved by March 2015. This will be supported by a detailed delivery plan which will be reviewed quarterly by the Youth Offending Service Management Board.

<table>
<thead>
<tr>
<th>Priority</th>
<th>What is being measured?</th>
<th>How will improvements be made?</th>
<th>Expected outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improvement in key performance areas</td>
<td>• Number of first time entrants</td>
<td>Development of prevention pathways and good practice guidance</td>
<td>Reduction in the numbers of young people entering the criminal justice system compared to figures for 2013-14</td>
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<td></td>
<td>• Rates of re-offending</td>
<td>Ensure Restorative Justice principles are at the heart of practice</td>
<td>Reduced numbers of young people offending compared to figures for 2010-11</td>
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<td>• Safe use of custody</td>
<td>Develop the use of Integrated Offender Management to ensure young people are targeted earlier to reduce the risks of offending</td>
<td>Reduction in the numbers of young people receiving a custodial sentence compared to figures for 2012-13</td>
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<tr>
<td>Delivery of high quality work</td>
<td>The quality of assessments and interventions</td>
<td>• Completion of Youth Justice Board revised assessment training</td>
<td>Staff report feeling confident in completing the revised assessment framework and managers are identifying good examples of assessments</td>
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<td></td>
<td></td>
<td>• Quality assurance process reviewed and refined</td>
<td>95% of assessments receive a rating of good</td>
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<tr>
<td>Restorative Justice</td>
<td>Restorative principles at the heart of practice</td>
<td>Development of a revised Restorative Justice Strategy</td>
<td>Areas of good practice embedded within case management</td>
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</table>
| Service User Involvement | The numbers of young people successfully completing their order | • Development of a ‘Youth Council’ to advise staff and managers  
• Ensure that all assessments and interventions are tailored to meet the learning needs of children and young people | 50% of victims actively engaged with the Youth Offending Service |
| Partnership | Partner satisfaction | Development of the Families Matters Strategy  
Expand the use of Integrated Offender Management | Partner priorities met and partners report strengthened relationships |
<table>
<thead>
<tr>
<th>NAME AND ROLE</th>
<th>SIGNATURE</th>
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</thead>
<tbody>
<tr>
<td>Mark Warr, Assistant Director for Vulnerable Children and Corporate Parenting, City Council, Chair of the Youth Offending Service Management Board</td>
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<tr>
<td>Inspector Sarah Wainwright, Lead for Integrated Offender Management, Staffordshire Police</td>
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<tr>
<td>Angela Staplehurst, Stoke-on-Trent Local delivery Unit Lead, West Midlands and Staffordshire Probation</td>
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<tr>
<td>Sharon King, Offender Health Lead, Staffordshire and Stoke-on-Trent GP Commissioning Group</td>
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<tr>
<td>Tony Oakman, Director of People’s Directorate, Stoke-on-Trent City Council</td>
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<tr>
<td>John Wood, Local Criminal Justice Board Co-ordinator, Staffordshire Criminal Justice Board</td>
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<tr>
<td>Eleanor Taylor, Housing Project Development Officer, Stoke-on-Trent City Council</td>
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<tr>
<td>Danny Flynn, Chief Executive, North Staffordshire YMCA</td>
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<tr>
<td>Babafemi Dada, Governor, HMIP Werrington YOI</td>
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