

# Community Impact Assessment Template

**Name of Proposal: Review of Staffordshire Youth Offending Service (YOS)**

**Project Sponsor (if applicable):**

**Project Manager (if applicable) or Lead: Hazel Williamson**

**Date: December 2018**

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## Completing a CIA

- A CIA will help you to identify the potential **impacts, risks and benefits** of your proposed policy, service or project. Doing this at an early stage enables engagement and research to be undertaken to identify actions that will either **lessen the risk** or **maximise the benefits**. The assessment will also help you to identify mitigating factors whereby risks may be balanced out to an extent by the benefits.
- This template should be used to support the development of a proposal during the **planning stage**, therefore supporting the council's approach of [Achieving Commissioning Excellence](#).
- A good CIA will involve input from more than one person. A **Project Team** should be identified with different, but relevant expertise to ensure that a full range of views are considered.
- **Engagement and/or consultation** should take place with appropriate and representative groups of people that are most likely to be affected. This must then be used to help shape the design/outcomes of the project. Please note that due to the publication of CIAs, it is advisable not to record personal details of members of the public, such as names or addresses.
- **Once completed**, the main findings from your CIA should be transferred to the '**Checklist and Executive Summary**' template. Then both documents need to be approved/signed off by the appropriate people. Depending on the size of your project, this could be your manager, project lead, sponsor or SLT.
- For CIAs that are going to **Cabinet**, only the '**Checklist and Executive Summary**' should be submitted as part of the Cabinet Papers. The full CIA document should be submitted as a **Background Paper**.

## Completing the CIA template

This table describes what is required when completing the key sections of your assessment.

Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
Which groups of people will be impacted by the proposed policy, service or project? This could be people in a particular area, a street, or a group of people with similar characteristics e.g. older people, young people or people with care needs. Also consider staff, residents and other external stakeholders.	Think about the impact the proposal may have on each of the different category areas, and identify the benefits of each decision.	Think about the impact the proposal may have on each of the different category areas, and identify the risks associated with the proposal.	Set out any recommendations as to how the benefits will be maximised and the risks minimised.  Also highlight any trade offs that may occur.
	<b>Please note:</b> <ul style="list-style-type: none"><li>• Potential impacts should <b>not</b> be included if it is considered highly unlikely that they would occur.</li><li>• Where <b>no major impacts</b> have been identified, please state N/A.</li><li>• Due to the publication of CIAs, it is <b>advisable not to record personal details of members of the public</b>, such as names or addresses.</li></ul>		
<b>Evidence Base: (Evidence used/ likelihood/ size of impact)</b> How certain are you about the assessment of each potential impact, and what evidence have you used to arrive at the decision? E.g. Data – population trends data, census data, service data. Research – national, regional, local research. Engagement/ Consultation – with partners, the public, the voluntary sector.			

Use the following template to highlight the impacts of your proposal on each of the following categories: the Public Sector Equality Duty (PSED), Health and Care, the Economy, the Environment, and Localities/ Communities.

# Community Impact Assessment Template

**Public Sector Equality Duty (PSED)** – Use this section to identify if the proposal will impact on our legal obligations under the Equality Act 2010 for both residents and staff. In summary, those subject to the general equality duty must have due regard to the need to: Eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity between different groups and foster good relations between different groups.

Please consider:

- Who is currently using the service, across the protected characteristics?
- What do we know about their experiences and outcomes?
- What relevant information is available from the Census and population trends data?
- What were the findings of the engagement/consultation?
- Is there any relevant national, regional and/or local sources of research/evidence available?
- Is there any relevant information from partners or voluntary, community, social enterprise organisations?
- What is the analysis of the impact on those with relevant protected characteristics?

Protected Characteristics:	Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
<ul style="list-style-type: none"> <li>• <b>Race</b></li> </ul>	<p>Children, young people and families (CYP&amp;F) whose first language is not English or do not speak English; CYP&amp;F from diverse cultural backgrounds; Asylum Seekers and Refugees.</p> <p>Gypsies and Travellers; (please note this is not an exhaustive list) Groups and organisations that represent, support and/or work with CYP&amp;F from different race, colour, nationality, ethnic or national origins.</p> <p>Latest YOS Ethnicity data Between November 2017-October 2018 of the 622 children is shown below:</p>	<p>SYOS regularly utilises the interpretation services and the resources available are in a range of languages and formats.</p> <p>Agile working will also promote a flexible and responsive service enabling staff to work from touchdown centres and within the communities that</p>	<p>Black Asian Minority Ethnic (BAME) children and young people could be at risk of their needs not being met</p>	<p>Children within the Youth Offending Service (YOS) are now presenting with more complex and the proposal to maintain the number of Social Workers reflects this approach.</p> <p>There are trusted relationships with courts and report authors recommending sentences.</p> <p>Adopting a county wide model will promote the ability to</p>

	<b>Ethnicity</b>	<b>%</b>	their caseloads are resident.		<p>match need with resource.</p> <p>All staff continue to have relevant training in working with BAME children and families.</p> <p>The YOS Management Board continues to monitor BAME and addresses over representation in the Youth Justice System in Staffordshire.</p>
	Asian or Asian British	1.63%			
	Black or Black British	1.46%			
	Chinese or Other Ethnic Group	0.16%			
	Mixed	4.39%			
	Unknown Ethnicity	1.79%			
	White	90.57%			
	(blank)	0.00%			
	<b>Grand Total</b>	<b>100.00%</b>			
• <b>Disability</b>	<p>Children with SEND, learning disabilities and Learning difficulties.</p> <p>The Health and Well Being Needs Assessment completed in June 2017 identified of the children known to SYOS:</p> <ul style="list-style-type: none"> <li>•21% have a conduct disorder</li> <li>•10.5% have a diagnosed learning disability</li> <li>•32% have an Education Health Care Plan (EHCP)</li> <li>•58% receive Special Educational Needs (SEN) support</li> <li>•60% have an identified speech and communication learning need within the poor range</li> </ul>		<p>The review of the health provision has been maximised to support this a Proposed revision of the Education roles will benefit the needs of children.</p> <p>There is also the recognition that children within the YOS are now presenting with more complex needs from trauma and the proposal to</p>	<p>Risk that staff will not have the knowledge to identify needs to prevent children escalating into specialist services.</p>	<p>The seconded health staff will remain the same following the restructure.</p> <p>Staff will continue to receive training and development provided through the seconded health staff.</p> <p>The revised education and training roles include a larger focus on children with learning disabilities and Special Educational Needs and Disability (SEND).</p>

		increase Social Workers reflects this approach.  Staffordshire YOS has been awarded the Quality Mark for the commitment to improving outcomes for children know to the YOS with SEND.		To continue to use feedback from children and young people to improve service delivery.										
• Sex	<table><tr><th>Row Labels</th><th>Count of Gender</th></tr><tr><td>Female</td><td>21.26%</td></tr><tr><td>Male</td><td>78.74%</td></tr><tr><td>(blank)</td><td>0.00%</td></tr><tr><td>Grand Total</td><td>100.00%</td></tr></table>	Row Labels	Count of Gender	Female	21.26%	Male	78.74%	(blank)	0.00%	Grand Total	100.00%		The skills of the workforce will be retained, and the adoption of a county wide service will ensure greater ability to match case worker with child.	That staff do not have the skills, college or confidence to ensure that children receive services regardless of gender.  Training and development will continue to focus on equality and inclusion.  Where necessary specific gender programmes will be required and this will be based on feedback from children and young people.
Row Labels	Count of Gender													
Female	21.26%													
Male	78.74%													
(blank)	0.00%													
Grand Total	100.00%													

• Age	<table><tr><th>Row Labels</th><th>Sum of Age entering cohort</th></tr><tr><td>9</td><td>0.10%</td></tr><tr><td>10</td><td>0.77%</td></tr><tr><td>11</td><td>2.66%</td></tr><tr><td>12</td><td>4.61%</td></tr><tr><td>13</td><td>10.71%</td></tr><tr><td>14</td><td>17.07%</td></tr><tr><td>15</td><td>26.03%</td></tr><tr><td>16</td><td>18.98%</td></tr><tr><td>17</td><td>18.67%</td></tr><tr><td>18</td><td>0.40%</td></tr><tr><td>(blank)</td><td>0.00%</td></tr><tr><td>Grand Total</td><td>100.00%</td></tr></table>		Row Labels	Sum of Age entering cohort	9	0.10%	10	0.77%	11	2.66%	12	4.61%	13	10.71%	14	17.07%	15	26.03%	16	18.98%	17	18.67%	18	0.40%	(blank)	0.00%	Grand Total	100.00%	The prevention team will be retained to ensure that there is a focus on children at an earlier age to prevent them escalating into the criminal justice system.	Staff may not have the necessary skills and knowledge to work with a variety of age groups.	A clear allocation and case management policy will be developed to ensure that children receive the statutory help and support and that they receive at the right time based on risk and frequency of contact.
	Row Labels	Sum of Age entering cohort																													
	9	0.10%																													
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	(blank)	0.00%																													
	Grand Total	100.00%																													
		There is an experienced and consistent staff group within the YOS.		Training and development will continue to be delivered to all YOS staff to ensure that they are able to work with all children in an age appropriate way.																											
				Feedback from children will be used to inform practice and service delivery.																											
• Religion or Belief	The collation of this data is difficult as this is rarely disclosed by children and young people.	Assessment directly takes into account key religious dates and practices to be avoided.	Intervention planning does not take account of key religious activities or beliefs.	All intervention plans will take account of key religious dates and activities will be tailored around key dates.																											
			Staff do not have the skills	All staff will continue with training and																											

			required.	development to support children in maintaining their identity.  Feedback from children and young people will be used to inform future delivery and practice.
<ul style="list-style-type: none"> <li><b>Gender Reassignment</b></li> </ul>	Between November 2017 and October 2018 of the 646 children who had contact with SYOS 1 child was undergoing gender reassignment.	Staff have received training on gender reassignment and have learnt from practice which has been shared across the service.	There is a risk that staff do not understand the needs of this group.	<p>Ongoing training and development for children undergoing gender reassignment will continue.</p> <p>The ability to work at a more local level will encourage practitioners to understand the help and support children require within their own communities, thereby, building capacity to receiving support from local support networks.</p>
<ul style="list-style-type: none"> <li><b>Sexual Orientation</b></li> </ul>	<p>Lesbian, gay and bisexual children and those questioning / exploring their sexual orientation.</p> <p>Groups and organisations that represent, support and/or work with Lesbian, Gay, Bisexual, Transgender (LGBQ) children.</p>	The new structure is intended to improve the outcomes of CYP and their family members regardless of their	YOS practitioners support may not be sensitive and adaptable to the needs of LGBQ CYP&F,	Engagement with any local groups to promote effective prevention and early help for LGBQ CYP&F and to understand potential

		<p>sexual orientation.</p> <p>Locally based YOS service promotes prevention and earliest help provision which is more sensitive to and effectively meets the needs relevant to LGBTQ.</p> <p>The voice of LGBTQ CYP&amp;F could be promoted throughout the partnership-led approach utilising local and county-wide commissioning.</p>	<p>therefore risking barriers to access and effective support.</p>	<p>additional capacity building needs.</p> <p>Ensure that training and development is responsive to the diverse needs of children and young people.</p> <p>Adapt the YOS feedback questionnaire to include a question to establish whether service users felt their cultural and diversity issues were taken into consideration in the intervention they were offered, to gather service user feedback and identify any potential disadvantage.</p>
<ul style="list-style-type: none"> <li><b>Pregnancy and Maternity</b></li> </ul>	<p>Young people and parents/carers that are pregnant, expecting a baby and during the period following birth</p> <p>Groups and organisations that represent, support and/or work with Young people that are pregnant, expecting a baby and following birth (e.g. groups working with teenage parents)</p> <p>During 2017-18 the Youth Offending Service worked with 3 young people that were expecting a baby, pregnant of following birth</p>	<p>The proposals are intended not to reduce the outcomes for young people that are pregnant, expecting a baby and following birth.</p> <p>The service has a</p>	<p>There is a risk that all volunteers and staff members do not have the necessary skills and awareness to identify and take appropriate action in relation to meeting the</p>	<p>Appropriate learning, development and resources available for staff members to identify the needs of people who are pregnant, expecting a baby or following birth and take appropriate action</p>

	The Youth Offending Service works with all parents and carers	<p>parenting assessment and parent/carer views are incorporated into planning and delivery of intervention.</p> <p>There is an established health team to provide care, advice and signposting for young people, parents/carers expecting, during pregnancy and following birth.</p> <p>There are established links between the YOS and Safeguarding teams for young people, parents/carers who may require more specialist support when pregnant, expecting or following birth.</p>	needs of people who are pregnant, expecting a baby or following birth to prevent needs escalating.	<p>Engagement with local groups who provide support for teenage parents.</p> <p>Adapt the YOS feedback mechanisms to ensure that the needs of young people pregnant, expecting a baby or after birth to ensure their needs were met and to identify areas for improvement.</p>
• <b>Marriage and</b>	Young people and parents/carers that are married or in a	The revised	There is a risk	Identify areas for

<p><b>Civil Partnership</b> The duty to have due regard to the need to eliminate discrimination also covers marriage and civil partnerships in relation to employment issues.</p>	<p>civil partnership.</p> <p>The Youth Offending Service has not worked with any young person who was married or in a civil partnership, however they work with all parents and carers.</p>	<p>structure is not intended to decrease the outcomes of all CYP&amp;F, including young people and parents/carers that are married, in a civil partnership, single, cohabitating or other arrangements.</p>	<p>that all staff members do not have the necessary skills and awareness to identify and take appropriate action in relation to meeting the needs of young people and parents/carers that are married, in a civil relationship or other arrangement prevent needs escalating.</p>	<p>development in the delivery of parenting and carer interventions.</p> <p>Incorporate areas of development into training for all staff.</p> <p>Ensure that there is an effective feedback mechanism available for young people parents and carers and incorporate learning into future practice.</p> <p>Engagement with any local groups to promote effective prevention and early help for young people and parents/carers that are married, in a civil partnership or other arrangement.</p>
<p><b>Impact on SCC Staff</b> If the proposal affects SCC staff, consider the workforce profile compared against the protected</p>	<p>As of September 2018, the YOS had the following collated characteristics for staff:</p> <p>Age</p> <p>20-29 7%</p> <p>30-39 35%</p> <p>40-49 26%</p>	<p>All managers have up to date equality and diversity training.</p> <p>All manager that will be involved in the recruitment</p>	<p>A proportion of the staff affected is over 50 and the revised structure may affect these staff.</p>	<p>Ensure all staff who are on maternity/paternity have a single point of contact to be kept up to date with the consultation and review and that they</p>

characteristics pre and post change, the impact of job losses, available support for staff, and HR protocols.	50-59 24% 60-69 9%	have had the relevant training.  The YOS will be supported by a dedicated Human Resources Change Advisor.	Women who are pregnant and men and women who are on maternity / paternity leave not fully included in the consultation processes.  Staff demographics show that 7% of staff are BAME (7% of staff have no ethnicity recorded) The risk is that consultation and meetings take place not taking account of key religious activities.  Staff demographics show that 2% of staff have a declared disability and 80% have no recorded disability.	have the same access to meetings, information and an ability to respond during the consultation period.  SYOS should seek to employ fair recruitment and selection training and that as far as possible the workforce reflects the demographics of the service users.  To ensure that key activity relating to the consultation takes account of times during the calendar that may be observed for religious beliefs.  To ensure that key activity relating to the consultation takes into account the needs of the staff who require adjustments. For example meeting venues and times of meetings.
	Pregnant and maternity No staff were pregnant or on maternity			
	Race White British 85% BAME 7% Unknown 7%			
	Religion/Belief Christian 13% Other 4% None 9% Unknown 74%			
	Disability No 17% Yes 2% Unknown 80%			
	Sexual Orientation Heterosexual 24% LGBQ 0% Unknown 76%			
	Employment status Full Time 59% Part Time 41%			

			<p>0% of the staff have declared that they identify as LGBTQ (with 76% of workforce with no sexuality recorded).</p> <p>SYOS has a small number of staff with identified disabilities requiring adjustments.</p> <p>41% of the YOS workforce is part time.</p>	<p>To ensure that meeting times and key activity takes into account the working patterns of part time works and fair recruitment practices are supported.</p>
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**Evidence Base: (Evidence used/ likelihood/ size of impact)**

**Staffordshire Youth Offending Service Health and Well Being Needs Assessment October 2017**

- Children's Story: Joint Strategic Needs Assessment, Staffordshire and Stoke-on-Trent, April 2017

<https://www.staffordshireobservatory.org.uk/documents/Health/JSNA/2017/Childrens-Joint-Strategic-Needs-Assessment-April-2017.pdf>

- Commissioning for Children: A Summary of Insight, December 2015

<https://www.staffordshireobservatory.org.uk/documents/Updates/Commissioning-for-Children-A-Summary-of-Insight-FINAL-05.02.16.pdf>

- District Locality Profiles and the Staffordshire Profile, 2016

<https://www.staffordshireobservatory.org.uk/publications/thestaffordshirestory/LocalityProfiles.aspx#.WRxIN2wzX5p>

- Early Intervention Foundation, Spending on Late Intervention, February 2015

<http://www.eif.org.uk/wp-content/uploads/2015/08/SPENDING-ON-LATE-INTERVENTION.pdf>

- Feeling the Difference (Survey Wave 22), March 2017

<https://www.staffordshireobservatory.org.uk/PublicVoice/What-local-people-think.aspx#.WRxJE2wzX5o>

- Health and wellbeing outcomes and performance report for Staffordshire, February 2017  
<https://www.staffordshireobservatory.org.uk/documents/Health/JSNA/2017/Health-and-Wellbeing-Outcomes-Report-February-2017.pdf>
- HM Government, Early Intervention: The Next Steps, January 2011  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/284086/early-intervention-next-steps2.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/284086/early-intervention-next-steps2.pdf)
- Improving Lives: Helping Workless Families  
<https://www.gov.uk/government/publications/improving-lives-helping-workless-families>
- Improving mental health and wellbeing outcomes in Staffordshire: an evidence base, June 2016  
<https://www.staffordshireobservatory.org.uk/documents/Health/JSNA/Improving-mental-health-and-wellbeing-outcomes-in-Staffordshire-FINAL.pdf>
- Staffordshire and Stoke-on-Trent: Community Safety Strategic Assessment, March 2016  
<https://www.staffordshireobservatory.org.uk/documents/Families-and-Communities/Communities/Staffordshire-Stoke-on-Trent-Community-Safety-Assessment-2016-FINAL.pdf>
- Staffordshire Census (Short Stories – including ‘ethnicity’, ‘employment’ and ‘health and wellbeing’), 2011  
<https://www.staffordshireobservatory.org.uk/publications/thestaffordshirestory/ourpopulation/census/reports.aspx#.WRxKsGwzX5o>
- Staffordshire County Council, Best Start Consultation 2014 (Analysis of Results) (See Appendix B for Best Start)  
<http://moderngov.staffordshire.gov.uk/ieListDocuments.aspx?CId=123&MId=5083&Ver=4>
- Staffordshire County Council, Children and Young People: A Profile of Risk and Harm in Staffordshire, 2014  
[https://extranet.staffordshire.gov.uk/projects/cfc/Shared%20Documents/Insight/Insight%20-%20surveys/CYPAProfileofRiskandHarminStaffordshire2014%20\(3\).pdf](https://extranet.staffordshire.gov.uk/projects/cfc/Shared%20Documents/Insight/Insight%20-%20surveys/CYPAProfileofRiskandHarminStaffordshire2014%20(3).pdf)
- Staffordshire County Council, Early Years Performance Report, November 2016  
<https://www.staffordshire.gov.uk/education/childcare/families/ccentres/data-and-information/EY-Performance-Report-2016.pdf>
- Staffordshire County Council, Leading for a Connected Staffordshire: Our Vision for 2014-2018  
<https://www.staffordshire.gov.uk/yourcouncil/strategicplan/Strategic-Plan-2014-18.pdf>
- Staffordshire County Council, ‘What do you think...?’ Children & Young People’s Survey Results (Wave 1), 2013  
<https://extranet.staffordshire.gov.uk/projects/cfc/Shared%20Documents/Insight/Insight%20-%20surveys/Results%20of%20CYP%20Survey%20Wave%201%202013.pdf>
- Staffordshire Health and Wellbeing Board, Living Well in Staffordshire, Keeping you well, Making life better – Our Five Year Plan 2013-2018  
<https://www.staffordshirepartnership.org.uk/Health-and-Wellbeing-Board/Health-and-Wellbeing-Strategy-for-Staffordshire-Executive-Summary.pdf>
- Staffordshire Safeguarding Children Board (SSCB) Children, Young People and Families Early Help Strategy, 2015 to 2018  
<https://www.staffsscb.org.uk/Professionals/Staffordshire-Early-Help-Strategy/FINAL-SSCB-Early-Help-Strategy-2015-2018.pdf>
- Staffordshire’s Children, Young People and Families Strategy, 2016-2026  
<https://www.staffordshire.gov.uk/health/childrenandfamilycare/SCYPFS-FAMILY-STRATEGY-a4-LANDSCAPE-April-17.pdf>

- Support for Carers Phase 3 Report, December 2016  
<http://healthwatchstaffordshire.co.uk/download/support-for-carers-phase-3/>
- Teenage Pregnancy: Briefing Note, April 2016  
<https://www.staffordshireobservatory.org.uk/documents/Updates/Teenage-Pregnancy-in-Staffordshire-Briefing-Note-April-2016.pdf>
- The Story of Health & Care: Population Insights, February 2016  
<https://www.staffordshireobservatory.org.uk/documents/Health/JSNA/2016/The-Story-of-Health-and-Care-in-Staffordshire-February-2016.pdf>
- The Story of Staffordshire, 2016  
<https://www.staffordshireobservatory.org.uk/documents/StaffordshireStory/Story-of-Staffordshire-2016-Full-report-VERYFINAL.pdf>

The overall likelihood of the benefits being achieved is high, subject to the necessary mitigations being undertaken in partnership with all relevant stakeholders, monitored and actions adapted as necessary to minimise or resolve potential risks.

The overall potential size of the impact is positive across the YOS in Staffordshire, as the new structure aims to promote positive outcomes for CYP&F and maximise the use of available resources, thereby encompassing all those with all protected characteristics. This again is subject to the necessary mitigations being undertaken in partnership with all relevant stakeholders, monitored and actions adapted as necessary to minimise or resolve potential risks

**Health and Care** – Use this section to determine how the proposal will impact on resident's health and wellbeing, and whether the proposal will impact on the demands for, or access to health and care services. Please consider the Care Act 2014 and the Health and Social Care Act 2012.

Category Area (Areas highlighted are suggestions only and there may be other impacts in these categories)	Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
<b>Mental Health and Wellbeing</b> Will the proposal impact on the mental health and wellbeing of residents or services that support	Children 8-18 with emotional and mental health The Health	The new structure will ensure that the health provision is maintained which includes the provision of mental health nurses, children's nurses and	The risk is that children and young people could not have their needs met.	The review of the health provision has been maximised to support this approach.  There is also the recognition that children within the YOS are now

those with Mental Health issues?	and Well-being Assessment identified that: 37.5% going through out of court disposals have an identified mental health need 63% on statutory court orders have an identified mental health need 32% regularly self-harm 36% are suffering from bereavement and loss 43% have experienced abuse and neglect	pathways into CAMHS There are established health assessments.  All children receive a health assessment.		presenting with more complex needs from trauma and the proposal to increase Social Workers reflects this approach.  The YOS will receive training and development in Trauma Informed Practice and the training and development plan will be supported by the specialist health provision within the service.  The YOS feedback form will identify areas for development for children who access YOS health services or who are presenting with unmet health needs. Learning from this will be incorporated into future planning.  Community and Local support will be maximised to ensure that children have access to services at the right time to prevent escalation into more specialised health provision.
<b>Healthy Lifestyles</b> Will the proposal promote	Children 8-18 YOS children	The new structure will ensure that the health	There is a risk that children could have	The review of the health provision has been maximised to support this

<p>independence and personal responsibility, helping people to make positive choices around physical activity, healthy food and nutrition, smoking, problematic alcohol and substance use, and sexual health?</p>	<p>are 4 times more likely to smoke than the general 15 year old population in Staffordshire 26% of YOS children are using drugs regularly 33% received intervention for sexual health promotion 26% have respiratory problems</p>	<p>provision is maintained which includes the provision of mental health nurses, children's nurses, nursing assistants and pathways into Child Adolescent Mental Health Service (CAMHS).</p> <p>There are also established links into the commissioned provision for substance misuse and this will be maintained within the new structure.</p>	<p>unmet health needs.</p>	<p>approach.</p> <p>There is also the recognition that children within the YOS are now presenting with more complex needs from trauma and the proposal to increase Social Workers reflects this approach.</p> <p>The training and development plan will be supported by the specialist health provision within the service.</p> <p>The YOS feedback form will identify areas for development for children who access YOS health services or who are presenting with unmet health needs. Learning from this will be incorporated into future planning.</p> <p>Community and Local support will be maximised to ensure that children have access to services at the right time to prevent escalation into more specialised health provision.</p> <p>Existing health pathways will continue to be in place for children requiring health interventions.</p> <p>All YOS health staff have an established assessment process to identify health needs and support children to access provision.</p>
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<b>Accidents and Falls Prevention</b> Does the proposal reduce or increase the risk of: falls in older people, childhood accidents, road accidents, or workplace accidents?	No issues identified	N/A	N/A	N/A
<b>Access to Social Care</b> Will the proposal enable people to access appropriate interventions at the right time?	Children 8-18 43% of SYOS children have experienced abuse and neglect 56% have previously or are currently looked after	Maintain specialist prevention and early help workers with a lead within this area.  There are established links with Childrens social care and early help teams and the YOS Prevention utilises the early help framework.  All staff are trained in safeguarding.  There are strategic links established with the safeguarding board.	That children who are experiencing abuse and neglect could have unmet needs.	There is the recognition that children within the YOS are now presenting with more complex needs from trauma and the proposal to increase Social Workers reflects this approach.  Training and Development for staff will continue.  Strengthen links with and between any relevant community groups and organisations.  Prevention and early help will be maximised and targeted.  The Parenting Strategy will be revised based on the new structure.

<b>Independent Living</b> Will the proposal impact on people's ability to live independently in their own home, with care and support from family, friends, and the community?	Children 8-18 Parents and carers 33% of YOS young people have experienced homelessness	<p>There are established links with leaving care and transition service.</p> <p>There are protocols in place which support access to accommodation.</p> <p>Staffordshire YOS complies with the duty to refer people at risk of homelessness.</p> <p>The early help framework used in the YOS addresses risk of homelessness and independent living.</p>	Staff may not have the knowledge or skills to work with people at risk of homelessness or to live independently.	<p>There is the recognition that children within the YOS are now presenting with more complex needs from trauma and the proposal to increase Social Workers reflects this approach.</p> <p>Training and development will be delivered on preventing homelessness and increasing independent living.</p> <p>Protocols will need to be revised with local housing providers.</p> <p>Feedback from children and parents will be incorporated into practice development.</p>
<b>Safeguarding</b> Will the proposal ensure effective safeguarding for the most vulnerable in our communities?	Children 8-18 families 43% of SYOS children have experienced abuse and neglect 56% have previously or are currently looked after 63% have parents with significant needs	<p>Maintain specialist prevention and early help workers with a lead within this area.</p> <p>There are established links with Children's social care and early help teams and the YOS Prevention utilises the early help framework.</p> <p>All staff are trained in safeguarding.</p> <p>There are strategic links established with the safeguarding board.</p>	Staff may not have the skills and knowledge and the needs of children may escalate.	<p>There is the recognition that children within the YOS are now presenting with more complex needs from trauma and the proposal to increase Social Workers reflects this approach.</p> <p>Training and Development for staff will continue.</p> <p>Strengthen links with and between any relevant community groups and organisations.</p> <p>Prevention and early help will be maximised and targeted.</p> <p>The Parenting Strategy will be</p>

				revised based on the new structure.
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#### Evidence Base: (Evidence used/ likelihood/ size of impact)

#### Staffordshire Youth Offending Service Health and Well Being Needs Assessment June 2017



HealthandWell-beingNeedsAssessment

- Childhood Obesity: Briefing Note, February 2015

<https://www.staffordshireobservatory.org.uk/documents/Updates/Childhood-Obesity-briefing-February-2015.pdf>

- Healthy Life Expectancy: Briefing Note, March 2016

<https://www.staffordshireobservatory.org.uk/documents/Updates/Healthy-Life-Expectancy-HLE-March-2016.pdf>

- Infant and Perinatal Mortality: Briefing Note, June 2016

<https://www.staffordshireobservatory.org.uk/documents/Updates/Infant-Mortality-Briefing-Note-June-2016.pdf>

- Sexual Health and Wellbeing, April 2014

<https://www.staffordshireobservatory.org.uk/documents/Health/Sexual-Health-NA/Staffordshire-Sexual-Health-and-Wellbeing-Needs-Assessment-April-2014.pdf>

- Staffordshire and Stoke-on-Trent: Focus on Healthy Lifestyles – Diabetes Prevention, November 2015

<https://www.staffordshireobservatory.org.uk/documents/Health/JSNA/2016/Focus-on-Healthy-Lifestyles-Diabetes-Prevention->

### [November-2015.pdf](#)

- Young People and Risk: Understanding Attitudes, Perceptions and Behaviours (Survey Report), February 2016

<https://www.staffordshireobservatory.org.uk/documents/Public-Voice/Young-People-and-Risk-Understanding-Attitudes-Perceptions-and-Behaviours-FINAL-MAY16.pdf>

The overall likelihood of the benefits being achieved is high, subject to the necessary mitigations being undertaken in partnership with all relevant stakeholders, monitored and actions adapted as necessary to minimise or resolve potential risks.

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## **Economy** – Use this section to determine how the proposal will impact on the economy of Staffordshire and the income of residents.

<b>Category Area</b> (Areas highlighted are suggestions only and there may be other impacts in these categories)	<b>Which groups will be affected</b>	<b>Benefits</b>	<b>Risks</b>	<b>Mitigations / Recommendations</b>
<b>Economic Growth</b>	No issues	N/A	N/A	N/A

Will the proposal promote the county as a “go to” location for business, and make it easy for businesses to start up, innovate and expand?	identified			
<b>Poverty and Income</b> Will the proposal have an impact on income? Will it reduce the gap between high and low earners?	Children, young people and parents/carers	<p>The new structure will retain dedicated education and employment workers for children known to the YOS and there are sound links with Entrust for post 16 children.</p> <p>The service will continue to have dedicated prevention staff who are utilising the early help framework which is aligned to the Building Resilient Families, Communities (BRFC) and takes a whole family approach to assessment.</p> <p>For children within the criminal justice system the recognised national assessment enables identification of poverty and low income.</p>	There is a risk that staff members do not have the necessary skills and awareness to identify and take appropriate action in relation to meeting the needs of CYP&F living in poverty or with income issues to prevent needs escalating.	<p>Appropriate learning and development for staff to support young people parents and carers to access services which help them out of poverty.</p> <p>Feedback from parents, carers and young people to include issues of poverty and income and for the service to incorporate learning into development.</p> <p>To ensure that staff are linked in closely with community and local groups to reduce the risk of parents, carers and young people falling below the poverty line.</p>
<b>Workplace Health and Environments</b> Will the proposal impact on working conditions and the health of Staffordshire’s workforce?	Staff will be required to work from touch down centres and community-based venues to deliver	Some staff are already working agile and utilising the touch down centres with great feedback stating that this enhances their work home life balance	<p>Risk that some staff could feel isolated and that the sense of team could be lost.</p> <p>There is also a risk for</p>	<p>Agile working and the expansion of this will allow the workforce to be more flexible and will seek to create better working conditions.</p> <p>The YOS has an effective lone</p>

	intervention.	and enables closer engagement with local communities.	lone working and the safety of staff.	<p>working policy and a buddy system. This will be reviewed in line with the new structure and will be monitored and overseen by the Health and Safety Team.</p> <p>Team meetings, communication methods will require review to ensure that staff still feel part of the service and their allocated work base.</p>
<p><b>Access to jobs/ Good quality jobs</b></p> <p>Will the proposal create the right conditions for increased employment in more and better jobs?</p>	Young People, parent and carers	<p>The new structure will retain dedicated education and employment workers for children known to the YOS and there are sound links with Entrust for post 16 children.</p> <p>The service will continue to have dedicated prevention staff who are utilising the early help framework which is aligned to the BRFC and takes a whole family approach to assessment.</p>	There is a risk that staff members do not have the necessary skills and awareness to identify and take appropriate action in relation to meeting the needs of CYP&F in finding more and better jobs.	<p>Improve links with local employers to provide volunteer opportunities.</p> <p>Maximise on the apprenticeships to encourage more young people into better jobs.</p> <p>Provide training and development to staff to promote motivation and raise aspirations in parents and young people.</p> <p>Improve the links with colleges and further education and training providers and work with them to actively recruit within the YOS cohort of young people.</p>
<p><b>Evidence Base: (Evidence used/ likelihood/ size of impact)</b></p> <ul style="list-style-type: none"> <li>Smart Working Practices</li> </ul> <p><a href="https://www.intra.staffordshire.gov.uk/newwayworking/Smart-Working/Case-Studies/Case-Studies.aspx">https://www.intra.staffordshire.gov.uk/newwayworking/Smart-Working/Case-Studies/Case-Studies.aspx</a></p> <ul style="list-style-type: none"> <li>Staffordshire Rural Economy Evidence Base, July 2015</li> </ul>				

<https://www.staffordshire.gov.uk/environment/eLand/rural-development-team/Staffordshire-Rural-Economy-Evidence-Base.pdf>

- Summary of Child Poverty in Staffordshire, 2015

<https://www.staffordshireobservatory.org.uk/documents/ChildrenandYoungPeople/ChildPoverty/summaryofchildpovertyinstaffordshire2015v2.pdf>

- Unemployment Briefing, March 2017

<https://www.staffordshireobservatory.org.uk/documents/Economy/Unemployment/Unemployment-Briefing-Note—March-2017.pdf>

The overall likelihood of the benefits being achieved is high, subject to the necessary mitigations being undertaken in partnership with all relevant stakeholders, monitored and actions adapted as necessary to minimise or resolve potential risks.

The overall potential size of the impact is positive across the YOS in Staffordshire, though again is subject to the necessary mitigations being undertaken in partnership with all relevant stakeholders, monitored and actions adapted as necessary to minimise or resolve potential risks.

**Environment** – Use this section to identify the impact of the proposal on the physical environment. How does the proposal support the utilisation and maintenance of Staffordshire’s built and natural environments, thereby improving health and wellbeing and strengthening community assets?

Category Area (Areas highlighted are suggestions only and there may be other impacts in these categories)	Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
<b>Built Environment/ Land Use</b> Will the proposal impact on the built environment	No issues identified	N/A	N/A	N/A

and land use?				
<b>Rural Environment</b> Will the proposal impact on the rural natural environment or on access to open spaces?	No issues identified	N/A	N/A	N/A
<b>Air, Water and Land Quality</b> Will the proposal affect air quality (e.g. vehicle, industrial or domestic emissions), drinking water quality or land quality (e.g. contamination)?	No issues identified	N/A	N/A	N/A
<b>Waste and Recycling</b> Will the proposal affect waste (e.g. disposal) and recycling?	No issues identified	N/A	N/A	N/A
<b>Agriculture and Food Production</b> Will the proposal affect the production of healthy, affordable and culturally acceptable food?	No issues identified	N/A	N/A	N/A
<b>Transport</b> Will the proposal affect the ability of people/ communities/ business to travel? Will the proposal impact on walking/ cycling opportunities?	Children 8-18 Staff	The smart working will actively promote children being seen within their own community reducing the need to travel.	Staff may be offered an alternative mileage base from current model which could increase travel time to and from work for staff.	Allocation of preferred mileage bases where possible and the promotion of smart working and touchdown centres.
<b>Noise</b> Will the proposal cause	No issues identified	N/A	N/A	N/A

disruptive noise?				
<b>Evidence Base: (Evidence used/ likelihood/ size of impact)</b> <ul style="list-style-type: none"> <li>Smart Working Case Studies  <a href="https://www.intra.staffordshire.gov.uk/newwayworking/Smart-Working/Case-Studies/Case-Studies.aspx">https://www.intra.staffordshire.gov.uk/newwayworking/Smart-Working/Case-Studies/Case-Studies.aspx</a> </li> </ul> <p>The overall likelihood of the benefits being achieved is high, subject to the necessary mitigations being undertaken in partnership with all relevant stakeholders, monitored and actions adapted as necessary to minimise or resolve potential risks.</p> <p>The overall potential size of the impact is positive across the YOS in Staffordshire, though again is subject to the necessary mitigations being undertaken in partnership with all relevant stakeholders, monitored and actions adapted as necessary to minimise or resolve potential risks.</p>				

<b>Localities / Communities</b> – Use this section to identify the impact of the proposal on communities. How will the proposal strengthen community capacity to create safer and stronger communities? It is important to recognise the different localities and communities your proposal may impact upon, and identify any communities that could be more adversely impacted than others. District Commissioning Leads (DCL's) have a great deal of knowledge about their relevant locality and they must be engaged with as part of your Project Team at an early stage of the process.				
Category Area (Areas highlighted are suggestions only and there may be other impacts in these categories)	Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
<b>Community Development/ Capacity</b> Will the proposal affect opportunities to work with communities and strengthen or reduce community capacity?	Children, young people, parent's carers, community and local	Areas within the YOS make good use of community groups and local groups.  The YOS is required to have volunteers to support the delivery of the service and	There is a risk that staff members do not have the necessary skills and awareness to promote the use of local assets within the community (such as signposting to other groups	Maximise the use of community groups through the use of local community venues and touch down centres.  Develop stronger links through the YOS Management Board to the

	groups	there are good links with communities to recruit the volunteers.	or provision), in order to prevent needs escalating.	Community and Voluntary sector.  Actively support children, young people and their families to seek support from local and community groups to reduce risks and encourage and sustain community capacity.
<b>Crime/ Community Safety</b> Will the proposal support a joint approach to responding to crime and addressing the causes of crime?	Children and families Victims and communities	The Youth Justice System was established by Section 37 of the Crime and Disorder Act (1998), in order to prevent offending and reoffending by children and young people aged 10 -17 years. The Crime and Disorder Act dictated that the Youth Justice System would be delivered and managed locally through Youth Offending Services, a multi-agency partnership with statutory representation from local authorities (specifically Social Care and Education), the Police, Probation and Health. SYOS was therefore established as a statutory function of the Crime and Disorder Act. In addition, by providing the Youth Justice Services outlined in Section 38 (4) of the Act, the local authority also addresses its duty, under paragraph 7(b) of Schedule 2 of the Children	There is a risk that with reduce staffing crime could increase thereby creating more victims and communities feeling less safe.  Reduced management time could risk the engagement of partners and communities to address the causes of crime.	Children and young people will be offered a service that matches the needs identified.  The current strength of the seconded specialist posts will be maintained including specialist victim workers, health staff, police, education and social workers.  A case management allocation system will be devised to ensure that caseloads remain within manageable limits. This will be an informed allocation system as the YOS County Manager has scoped out YOTs across the country with similar volume of caseloads which confirms that the staff ratio to caseloads is manageable whilst also allowing for any sudden increase in numbers of children.  A review across all areas of operational activity which includes ensuring safety of victims and payback to communities remains a priority. This review was requested

		<p>Act 1989, to take reasonable steps designed to encourage children and young people within the area not to commit offences.</p> <p>This legislation led to a model of delivery which brings together a range of agencies with expertise in welfare and enforcement practices to improve outcomes for vulnerable children, young people, families, victims and communities. A model which has successfully developed in Staffordshire, which was reflected in the last Full Joint Inspection of SYOS. The accountable body for the YOS is the statutory Management Board. Staffordshire has a well-established Management Board which is accountable for providing strategic direction to the service.</p>		<p>by the YOS Management Board and actions and learning from this review will be implemented alongside the new structure.</p> <p>Staffordshire Youth Offending Service will continue to be monitored by the YOS Management Board who have a statutory duty to ensure that there are services in place to prevent children from offending.</p> <p>Staffordshire Youth Offending Service will continue to link with other key strategic plans and boards to ensure that the youth crime is a priority.</p>
<p><b>Educational Attainment and Training</b></p> <p>Will the proposal support school improvement and help to provide access to a good education?</p> <p>Will the proposal support the improved supply of</p>	Children and young people	<p>There are established education posts within the YOS that have good links into schools, colleges and alternative education providers.</p> <p>Staffordshire YOS has been awarded the Quality Mark for</p>	<p>Risk that staff and will not have the necessary skills or knowledge to reduce the chance of exclusions before Childrens needs escalate.</p> <p>Children not involved in education are more likely to be involved in crime.</p>	<p>The revision of the Education role as part of the review will support better engagement in preventing school exclusions.</p> <p>The revised role will ensure that there is better engagement with inclusion panels and the SEN agenda.</p>

skills to employers and the employability of residents?		its improvements in education and children with SEND.		Staffordshire YOS Management Board has undertaken a review of Prevention activity and an outcome of this review has been to better engage schools and become more intelligence led in the work with schools and children and young people thereby preventing exclusions and accessing support.
<b>Leisure and Culture</b> Will the proposal encourage people to participate in social and leisure activities that they enjoy?	Children and young people	<p>The YOS actively works with the Police Crime Fire and Rescue Commissioner to promote a targeted offer of leisure and sport to children and children engage in SPACE.</p> <p>The YOS is working with Street Games nationally to promote the use of sport to reduce crime which is being evaluated by Loughborough University.</p> <p>There are established links with local sports development workers across the county.</p> <p>There is a defined process in place for referral into community support and leisure centres.</p> <p>Training has been delivered to staff on the value of sport</p>	There is a risk that staff do not have the knowledge and skills of community leisure and social activities within communities to support the reduction crime.	<p>Children being encouraged to actively access services within their community.</p> <p>To provide training and development to all staff on the importance of social and leisure activities in reducing crime and the root causes of crime.</p> <p>Use the learning from the sports development work to increase the partnership working with local groups offering activities.</p> <p>Co-produce activity and interventions with children and young people to ensure that this meets their needs.</p> <p>Continue to work with the Police Crime Fire and Rescue Commissioner to offer a targeted SPACE programme.</p> <p>Work closer with community and</p>

		in reducing crime.		voluntary groups by encouraging staff to become more familiar with the communities they work in.
<b>Volunteering</b> Will the proposal impact on opportunities for volunteering?	SYOS volunteers	<p>Staffordshire YOS is required to recruit volunteers to deliver Community Panels which decide on an intervention plan for some children who receive an order from court.</p> <p>These volunteers are supported with training, supervision and ongoing support.</p>	Reduction in operational bases could impact on volunteer availability.	<p>Smart working and touchdown centres to be maximised across the county to hold community panels.</p> <p>Becoming more involved locally could actively increase the number of volunteers available.</p> <p>Recruit volunteers from the same communities as the children who have knowledge and support of local groups in communities to actively encourage and support children to desist from offending.</p> <p>There is the opportunity with an increase in volunteering to utilise volunteers as mentors for children and young people.</p>
<b>Best Start</b> Will the proposal impact on parental support (pre or postnatally), which helps to ensure that children are school-ready and have high aspirations, utilising a positive parenting approach?	Parents carers and children	<p>Staffordshire YOS works with all parents.</p> <p>The YOS Prevention service offers a whole family approach.</p> <p>There are established links with early help teams and safeguarding teams.</p> <p>Staffordshire YOS has a</p>	That staff do not have the knowledge and skills and parenting needs are not identified which means needs are escalated.	<p>To revise the parenting strategy based on the new structure.</p> <p>To ensure that staff continue to be trained in the thresholds for early help and safeguarding.</p> <p>That the whole family approach is promoted as a way of working across practitioners working with statutory YOS cases.</p>

		parenting assessment.		To ensure that feedback from parents and children is used to inform practice development and inform service delivery.
<b>Rural Communities</b> Will the proposal specifically impact on rural communities?	No issues identified	N/A	N/A	N/A

#### Evidence Base: (Evidence used/ likelihood/ size of impact)



Staffordshire Youth  
Offending Service Yr

#### SYOS Annual Youth Justice Plan

- Strategic Community Safety Assessments by District, 2015

<https://www.staffordshireobservatory.org.uk/publications/families-and-communities/Communities/Communities.aspx#.WRxNDWwzX5o>

- Variety of online resources highlighting local community assets are available, such as from District and Borough Council websites (such as: <http://www.staffordbc.gov.uk/leisure>) and other online resources (such as: <http://southstaffordshire.thegoodlife.uk.net/>)
- Motivations and Barriers to Volunteering, UK Civil Society Almanac  
<https://data.ncvo.org.uk/a/almanac17/motivations-and-barriers-to-volunteering-3/>
  - how to volunteer for a YOS  
<https://yjresourcehub.uk/volunteering-footer/who-can-volunteer-and-why.html>

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or resolve potential risks.

Now transfer the main findings of this assessment to the '**Checklist and Executive Summary**' template. Then both documents need to be approved/signed off by the appropriate people. For CIAs that are going to **Cabinet**, only the '**Checklist and Executive Summary**' should be submitted as part of the **Cabinet Papers**. The full CIA document should be submitted as a **Background Paper**.