

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Cabinet

**Date of Committee** 8 September 2005

**Report Title** Warwickshire Youth Offending Service

**Summary** This report introduces the objectives of the annual Youth Justice Plan, performance during 2004 and priorities/objectives for 2005/06. Cabinet is asked to endorse Warwickshire's Youth Justice Plan 2005/06 and recommend it be adopted by the Council. (The Plan has been circulated separately to all councillors and is available on the County Council website).

**For further information please contact:** Diane Johnson  
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**Would the recommended decision be contrary to the Budget and Policy Framework?** No.

**Background papers** Youth Justice Plan 2005/06

**CONSULTATION ALREADY UNDERTAKEN:-** Details to be specified

- Other Committees  .....
- Local Member(s)
- Other Elected Members  Cllrs Richard Grant, Katherine King, Jill Dill-Russell, Helen McCarthy.....
- Cabinet Member  Cllrs Richard Hobbs (FIO), Izzi Seccombe, John Burton, Peter Fowler
- Chief Executive  Ian Caulfield
- Legal  Sarah Duxbury/Jane Pollard
- Finance  Andrew Lovegrove
- Other Chief Officers  David Carter
- District Councils  CDRPs.....
- Health Authority  Anne Heckles

Police

ACC Andy Parker

Other Bodies/Individuals

Liz Stafford – Chief Probation Officer  
Steve Steward - ConneXions  
Learning and Skills Council

**FINAL DECISION NO**

**SUGGESTED NEXT STEPS:**

Details to be specified

Further consideration by  
this Committee

.....

To Council

20 September 2005.....

To Cabinet

.....

To an O & S Committee

.....

To an Area Committee

.....

Further Consultation

## Cabinet – 8 September, 2005

## Warwickshire Youth Justice Plan

## Report of the County Solicitor and Assistant Chief Executive

**Recommendation**

That Cabinet endorse the Warwickshire's Youth Justice Plan 2005/06 and recommend it to Council for adoption.

**1. Introduction**

Warwickshire's Youth Justice Plan covers the period April 2004 to March 2006. It is designed to meet performance indicators published by the Youth Justice Board for England and Wales, several of which are shared with partner agencies or are complementary to other county strategies. The Plan has been circulated separately to all members of the County Council and is available on the Warwickshire website.

**2. Background**

2.1 In our aim of preventing offending we strive to balance our responsibilities to communities, young people and victims. We do so by assessing and managing risk, reducing the risk factors putting a young person at risk of re-offending, and offering victims an opportunity to participate in a restorative process.

**2.2 Youth Justice Plan**

The prescribed format of the Youth Justice Plan requires it to be primarily a document outlining funding arrangements, a summary of performance during 2004 and plans to achieve 14 performance measures during 2005/06.

**2.3 Youth Justice Board (YJB)**

The Youth Justice Board is an inter-Departmental body, which advises the Home Office on youth justice reforms, monitors national performance and contributes £606,548 to Warwickshire's Youth Offending Team.

**2.4 The Youth Offending Team (YOT)**

2.4.1 Warwickshire YOT comprises 52 full-time staff from 8 employing agencies. In addition we employ 34 sessional staff and rely on up to 40 volunteers to undertake the specific role of Panel Member.

2.4.2 The Team is currently based in three locations – Leamington Spa, Rugby and the Justice Centre, Nuneaton. In Nuneaton we are co-located with other criminal justice partners, contributing to the improvement in services delivered to all those involved in the criminal justice system.

- 2.4.3 The Team has an average caseload at any time of about 250 young people all of whom will be subject to either a Police Final Warning, court order or custodial sentence for offences ranging from shoplifting, to serious offences of violence or burglary. Young people might offend only once or much more persistently as in the case of the 43 young people who are known to have committed 23% of the offences dealt with in 2004.
- 2.4.4 Following referral to YOT by the Police or courts an assessment is undertaken to identify risk factors creating a likelihood of further offending. Interventions are then planned to reduce identified risk.
- 2.4.5 Interventions include all dimensions of the Team's multi-agency skills and the contract of work is undertaken within the scope of the court order, which will last anything between 3 months and 2 years or more. Non-compliance results in breach proceedings with young people being taken back to court to be made accountable for their non-compliance.
- 2.4.6 Victims of youth crime are contacted by one of our staff placed in the multi-agency Victim Information Partnership (VIP) and invited to participate in a restorative process. This could be commenting on the type of reparation the young person is directed to undertake in the community, or if the offender is willing and able, to have a meeting with the offender.

### **3. Performance and data Summary**

#### **3.1 Offending Behaviour**

- 3.1.1 During 2004, 968 young people aged 10-17 years who live in Warwickshire were notified to the Youth Offending Team (YOT) in relation to 1977 crimes. This represents 1.8% of the 10-17 year old population of 51,325 in Warwickshire.
- 3.1.2 43 young people committed 23% of known youth crime in Warwickshire. More than 29% of offences were criminal damage and theft. Other offence types included violent offences (17%) and road traffic offences (19%); vehicle theft (4.5%) and drugs offences (4%).
- 3.1.3 Local priorities for Warwickshire over the forthcoming year are to prevent offending and to reduce re-offending with the following targets being set:

#### **3.2 Prevention**

- 3.2.1 Reduce year on year the number of first time entrants to the youth justice system by identifying children and young people at risk of offending or involvement in anti-social behaviour.
- 3.2.2 Data for 2004 shows that since 2001 there has been a 7% reduction in the numbers of young people involved in the criminal justice system and a 15% reduction in the number of offences committed by them. See Appendix 1.

#### **3.3 Targets for Reduction in Re-offending**

3.3.1 Achieve a reduction in re-offending rates by 5% by 2006 based on baseline data from the 2000 re-offending cohort.

	<b>Baseline</b>	<b>2005/2006 target</b>
	2000 cohort % re-offending after 24 months	
<b>Pre-Court</b>	25.9	24.7
<b>First Tier penalties</b>	53.6	51.6
<b>Community Penalties</b>	78.0	74.1
<b>Custody</b>	77.7	74.0
<b>Average</b>	58.8	56.1

3.3.2 This is an ambitious and stretching target, based on a cohort made up of small numbers, which together with similar data from 155 other YOTs, makes up a national picture. Because of this some of the performance data is skewed and does not necessarily reflect local performance. We aim therefore at the end of 2005/06 to report both the YJB data and a local picture of re-offending in different parts of the system.

### 3.4 Other performance

3.4.1 A summary of performance in 2004 against the remaining 11 key performance indicators (KPIs) can be found in Appendix 1a or page 7 of the Youth Justice Plan.

3.4.1 During the past year, more than 82% of Final Warnings were supported by an intervention, exceeding the target of 80%. The level of custodial sentences was 4.75% of all court sentences keeping well below the target of 6%.

3.4.2 Another area of progress in the past year relates to the use of Restorative Justice Processes. 95% of identified victims of youth crime were offered the opportunity to participate in restorative processes. 38% of those offered did take part and were highly satisfied with the process. In addition we arranged and supervised 1800 hours of community reparation undertaken by young people as required by the courts.

3.4.3 Intensive Supervision and Surveillance programmes were further developed during 2004 with the Youth Offending Team achieving 95% of target for young people starting on a programme during the period. A recent Quality Assurance Review undertaken by the YJB over 3 days in May 2005 has resulted in our programme being **commended**.

3.4.4 Working with other criminal justice agencies the Youth Offending Team has continued to meet the national target of reducing delays in the time from arrest to sentence of 71 days or less.

3.4.5 The Team has improved its joint business processes with other criminal justice agencies, having moved into the purpose built Justice Centre in Nuneaton with a similar development planned for the South of the county.

### 3.5 Priorities

- 3.5.1 Key objectives for the forthcoming year are the continued development of the Intensive Supervision and Surveillance Programme; continuation of our work with the Local Education Authority, Learning & Skills Council and ConneXions to improve education, training and employment opportunities for young people who are supervised by YOT; the more systemic application of support to parents; a reduction in the use of custodial remands, and a further increase in restorative justice processes.
- 3.5.2 An additional responsibility given nationally to YOTs is the lead role in the Prevent and Deter strand of the Prolific and Other Priority Offenders strategy. This is a national strategy requiring criminal justice agencies and CDRPs to work together at a local level to target resources on the most problematic offenders. This significant commitment has not attracted additional long-term resources and put together with a number of other national initiatives represents a challenge in meeting national expectations.
- 3.5.3 We are keen to contribute to work undertaken to prevent the need for Anti-Social Behaviour Orders, and where such an order has been necessary, YOT will allocate all such cases. Again, this is a new responsibility to be undertaken without new resources.

### 4. Conclusion

- 4.1 The Youth Offending Team has demonstrated its effectiveness in meeting or improving all of its national targets and contributing to making our communities safer.
- 4.2 Where there is a need for improvement in operational performance, action has been identified. We strive for continued improvement in all our targets in 2005/06.
- 4.3 Local developments such as our integration into the Warwickshire Justice Centres and the Warwickshire Criminal Justice Board will continue to be significant commitments to the criminal justice sphere of our service.
- 4.4 We are also now playing a full part in the development of services for children and young people within the framework of the Children Act, contributing our knowledge of delivering multi-agency services to vulnerable and disaffected young people to achieve improved outcomes for all children and young people in Warwickshire.

David Carter  
County Solicitor and Assistant Chief  
Executive  
Shire Hall  
Warwick 21 July 2005

Diane Johnson  
Youth Offending Service

Appendix 1

#### Age profile - offences committed by age 2001 and 2004

Since 2001 there has been a remarkable reduction of 55% in the offences committed by 10-13 year olds, a 25% reduction in offences committed by 13-14 year olds and a 12% reduction in the 15-17 year age range. An overall reduction of 15% has been achieved.

	2001	2001	2001		2004	2004	2004		%
	girls	boys	total		girls	boys	total		reduction
<b>Age</b>									
10	1	19	20		1	8	9		
11	3	64	67		1	20	21		
12	14	82	96		14	46	60		
<b>Sub-total</b>	<b>18</b>	<b>165</b>	<b>183</b>		<b>16</b>	<b>74</b>	<b>90</b>		<b>55%</b>
13	29	128	157		32	119	151		
14	61	275	336		43	178	221		
<b>Sub-total</b>	<b>90</b>	<b>403</b>	<b>493</b>		<b>75</b>	<b>297</b>	<b>372</b>		<b>25%</b>
15	52	289	341		66	295	361		
16	69	434	503		72	382	454		
17	70	587	657		42	523	565		
<b>Sub-total</b>	<b>281</b>	<b>1713</b>	<b>1994</b>		<b>255</b>	<b>1497</b>	<b>1752</b>		<b>12%</b>
<b>Total</b>	<b>299</b>	<b>1878</b>	<b>2177</b>		<b>271</b>	<b>1571</b>	<b>1842</b>		<b>15%</b>

Appendix 1a

Performance Measure Jan-Dec 2004	Target	Warwickshire	Regional average April-Dec 2004	National average April-Dec 2004
Final Warnings	80%	83%	86%	85%
Secure remands	30%	56%	46%	43%
Use of custody	6%	4.7%	6.5%	6%
Use of restorative justice	75%	90%	84%	82%
Victim satisfaction	90%	100%	94%	91%
Parental satisfaction	75%	100%	96%	79%
ASSET – use of	100%	95%	95%	95%
PSRs	90%	90%		
Education, training & employment	90%	62%	72%	73%
Mental Health	100%	100%	97%	71%
Accommodation	90%	93%	94%	92%

**Participating agencies:**

- ❖ Warwickshire County Council, Social Services and Education Departments
  - ❖ Warwickshire Police
  - ❖ Warwickshire Primary Care Trusts
  - ❖ National Probation Service : Warwickshire Area
  - ❖ Coventry & Warwickshire ConneXions
- 

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## SECTION A: INTRODUCTION - NATIONAL CONTEXT

### PURPOSE OF PLAN

This Youth Justice Plan is required by section 40 of the Crime and Disorder Act 1998 and is submitted to the Youth Justice Board (YJB) for England and Wales. The Youth Justice Plan is the primary document for Youth Offending Teams to set out their plans for service delivery against the YJB's Performance Management Framework for YOTs.

The YJB will use the information provided within the plans in a number of ways, including:

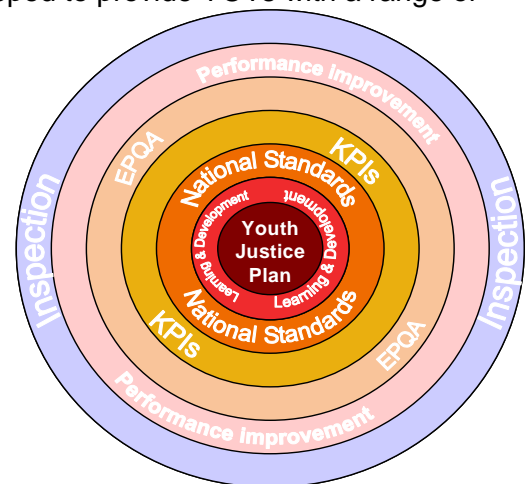
- Comparative analysis between YOTs – e.g. in relation to resourcing levels
- An overview of the delivery challenges facing YOTs across England and Wales
- As a basis for the YJB's Regional Managers and Performance Monitors to engage with YOTs on a performance improvement agenda.

### THE YOUTH JUSTICE PERFORMANCE MANAGEMENT FRAMEWORK

The YOT performance management framework flows from the YJB's corporate aims and targets for the youth justice system and determines the priorities for YOT as well a range of mechanisms for monitoring the level and quality of performance against those priorities. In addition, YOT is accountable locally to its statutory partners.

The aim of the Youth Justice Performance Framework is to help the YJB fulfil its statutory remit to monitor the performance of the youth justice system while also helping Warwickshire's Youth Justice Management Board and management team to ensure that YOT is delivering an effective service to young people, victims, communities and partner agencies. The main elements are described below:

- **Learning and Development** ~ The YJB's HR and Learning strategy for 2003-2006 underpins the ability of YOTs to deliver on other areas of the performance framework. The Youth Justice National Qualifications Framework (NQF) has been developed to provide YOTs with a range of flexible learning tools and options for undertaking nationally accredited training.
- **National Standards** ~ National Standards describe the minimum level of service required to deliver youth justice services. They form the foundation for service delivery within YOT and set benchmarks against which our operational delivery can be assessed. The National Standards audit process tests compliance with a sample of particularly significant standards
- **Key Performance Indicators** ~ The 14 KPIs defined by the YJB measure the effectiveness of priority areas of YOT activity. National targets have been set for each indicator reflecting the level of performance that YOT ought to be achieving.
- **Effective Practice Quality Assurance** ~ The YJB has published the Key Elements of Effective Practice to promote evidence-based effective practice. The Quality Assurance process is designed to encourage continuing improvement in the delivery of youth justice services through a combination of self-assessment and improvement planning, and validation from the YJB regional manager.
- **Joint Inspection** ~ HMIP is leading a five year programme of independent inspection of every YOT, assessing the effectiveness of governance and partnership arrangements as well as the quality of services to prevent offending and reduce re-offending and meet the needs of parents and victims. These inspections result in an improvement plan that YOTs must use to drive development of their ability to provide youth justice services locally.



## **LOCAL PLANNING ENVIRONMENT**

In addition to planning for the YJB's performance management framework, YOT must engage with the complex web of priorities and targets from local partners and agencies including:

- Crime and Disorder Reduction / Community Safety Partnerships ~ e.g. delivery of the Prevent & Deter strand of the Government's Prolific and other Priority Offenders initiative, anti-social behaviour strategies, County Council crime and disorder strategies, etc.
- Local Criminal Justice Boards ~ e.g. delivery of the 71 days from arrest to sentence target for Persistent Young Offenders, promoting public confidence in the criminal justice system and reducing the fear of crime.
- Children's Services ~ e.g. initiatives for looked after children, improving participation for those not in education, employment or training.
- Other local priorities such as Local PSAs.

Agreement has now been reached for YOT performance to contribute to the assessment of overall local authority performance via the Annual Performance Assessment (APA) process. This will raise the profile of delivering against YOT objectives and performance targets. The overall score from this assessment and the accompanying performance data will inform the final score for the Children and Young People Service Block of the CPA and will therefore mean that children and young people in the youth justice system are considered as part of the whole when service contribution is evaluated.

To meet the APA timetable, YOTs will complete an annual report, summarising relevant performance data.

## SECTION B: SUMMARY OF PERFORMANCE JAN-DEC 2004

Data for 2004 shows that since 2001 there has been a **7% reduction** in the numbers of young people involved in the criminal justice system and a **15% reduction** in the number of offences committed by them. The 1819 offences dealt in 2004 with represents 19% of the sanctioned police detections in the year.

	2001	2004	% reduction
<b>New entrants</b> into the youth justice system			
reprimands, final warnings	N/k	695	(target 5%)
first time direct to court	N/k	85	(target 5%)
<b>total</b>		<b>780</b>	
<b>Total number of young people</b> in the youth justice system (pre-court + court)	1028	961	7%
<b>Offences committed - excluding breach of court order</b>	2169	1842	15%

Of the 956 young people who were formally involved in the youth justice system in 2004, 780 were subject either to a reprimand, final warning or were one of 85 who were charged straight to court without a prior police action. It can therefore be assumed that the remaining 181 had at some time previously appeared in court.

Our performance in the 13 nationally set targets during 2004 is reported below.

**Measure 1 – Prevention** “ensure that all areas have in place a Youth Inclusion and Support Panel (YISP), or other effective arrangements that ensure children and young people most at risk of offending are targeted by mainstream services.”

**Target:** At least 200 young people are identified and targeted for support each year.

**Achieved:** 237 young people were identified and supported through the CHARM mechanism, which fulfils the aims of the YISP. None of these young people have committed offences in 2004.

**Measure 2 – Recidivism** “by December 2004 achieve a reduction of 5% re-offending within 24 months based on the 2000 cohort compared with the 2001 cohort after 24 months.”

Re-offending rates within 24 months :

	Baseline	Target	Outturn Dec 04
	2000 cohort % re-offending within 24 months cohort 1	5% reduction	2001 cohort % re-offending within 24 months cohort 2
<b>Pre-court</b>	25.9	24.7	32.4
<b>First tier penalties</b>	53.6	51.6	59.6
<b>Community penalties</b>	78.0	74.1	75.0
<b>Custody</b>	77.7	74.0	75.0
<b>Average</b>	58.8	56.1	60.5

- (i) Re-offending by cohort 2 within 24 months of being identified as a cohort, has decreased in the community penalties and custody tiers, but increased in the pre-court and first-tier penalties tiers.
- (ii) Comparing the re-offending rates of the 2003 cohort (4) with the 2002 cohort (3) within 12 months we see a reduction in all categories except custody.

	Dec 2003 outturn	Dec 2004 outturn
	2002 cohort % re-offending within 12 months – cohort 3	2003 cohort % re-offending within 12 months – cohort 4
Pre-court	20.8	16.7
First tier penalties	57.5	50.0
Community Penalties	73.5	65.7
Custody	60.0	75.0
Average	52.9	51.8

**A summary of performance in the remaining 11 measures shows:**

1. 83% of Final Warnings supported by an intervention – target (80%) exceeded.
2. The level of custodial sentences being 4.7% of all court sentences – target (6%) exceeded, but level of use of custody for remands (56%) did not meet the target of 30%
3. 90% of victims of youth crime given the opportunity to participate in a restorative process – target (75%) exceeded.  
96% of victims who were consulted or participated in a restorative process expressed satisfaction with that process. – target (90%) exceeded.
4. 3% of parents of young people known to YOT received formal parenting support - target (10%) not met. Many others received support integral to case plans.
5. 94% of ASSET assessments were completed within prescribed timescales – target 100%
6. 90% of PSRs submitted within national standards timescales – target (90%) met
7. 75% of DTO training plans have been drawn up within timescales prescribed by national standards – target (100%) not met due to constraints of the Young Offenders Institutions
8. 62% of all young people supervised by YOT are in full-time education, training or employment – target (90%) not achieved.
9. 93% of young people supervised by YOT were in satisfactory accommodation at the conclusion of their sentence or release from custody - target (90%) exceeded
10. 100% of young people assessed as manifesting acute or non-acute mental health difficulties were assessed by CAMHS staff in YOT within 5 or 10 days respectively – target (100%) achieved.
11. 100% of young people known to YOT were screened for substance misuse and those with identified needs were assessed and treated within prescribed timescales – target (100%) met

From aggregated assessment information during 2004 we know that the most prevalent risk factor at all stages of the youth justice process was “Thinking and Behaviour” indicating a need to provide offending behaviour programmes to address the apparent lack of thought young people give to the consequences of their behaviour.

Another risk factor common to all tiers was “Lifestyle”.

“Living arrangements” and “Family and Personal Relationships” featured in most tiers, with “substance misuse” and “education” identified as areas of need particularly in the pre-court tier.

Interventions continue to be developed with partner agencies to tackle these risk factors. In addition to a comprehensive Resource Directory available electronically to all staff, we continue to develop accredited modules for most YOT interventions to enable young people to demonstrate what they have learnt during the course of their intervention. These are all accredited through the AQA and ASDAN qualification boards. Examples include a citizenship module for use in reparation, a substance misuse module and a safe driving module. To date over 230 young people have achieved 615 AQA unit award scheme modules.

### **Effective Practice Quality Assurance Audit (EPQA)**

During 2004 we have met our performance improvement plans in four areas of practice within the Youth Justice Board's effective practice framework. The 4 fields of practice are "Final Warnings", "Education, Training, Employment", "Assessment, Planning, Interventions and Supervision" and "Parenting".

Progress reported to the Youth Justice Board in April 2005 indicates a score of 3 in the first 3 areas and 2 in parenting.

### **Key achievements 2004**

- During 2004 we worked with criminal justice partners to complete the plans for the Justice Centre in Nuneaton. In January 2005, 22 members of YOT moved into Justice Centre where they are co-located with all other criminal justice agencies. Improvements and efficiencies gained through combined business processes, some supported by electronic links, continue to be a key objective of all criminal justice partners.
- We have implemented our restorative justice strategy, achieving awareness about restorative processes for all members of staff, further training for practitioners and training in restorative conferencing for 3 members of staff.
  - YOT is integrated into Warwickshire's multi-agency Victim and Witness Information Partnership (VIP), achieving processes for all victims of youth crime to be contacted and offered the opportunity to participate in a restorative process.
  - Panel Members are increasingly experienced in facilitating meetings between victims and offenders.
  - We have developed a wide range of reparation opportunities for young people, delivering 2000 hours of supervised community reparation during 2004.
- Full implementation of the Intensive Supervision and Surveillance Programme (ISSP) meeting the target of providing 19 placements, with a 53% successful completion rate, against a national average of 57%. The quality assurance review of ISSP carried out by the YJB in May 2005 has resulted in Warwickshire ISSP being commended.

### **Youth Justice Management Board**

The Chair's assessment of the performance of YOT in 2004 is that *"the YOT Partnership continues to work effectively with full support from partner agencies. During 2004 we have seen the continued positive results of preventive services, speedy processing of young people through the court system and the development of a wide range of interventions to tackle identified risk factors.*

*However, if we are to further reduce youth crime and the numbers of young people entering the criminal justice system, we need to better understand "what works", and to ensure that the needs of young offenders are met through mainstream service provision after young people have finished their court sentence.*

*To this end, YOT is integrated into the Children's Services development in Warwickshire, offering its own experience of delivering multi-agency services and its knowledge of the needs of some of Warwickshire's most vulnerable young people*

Ian Caulfield  
Chief Executive Warwickshire County Council





## SECTION C - LOCAL PLANNING ENVIRONMENT

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Warwickshire YOT benefits from being part of a Criminal Justice Area, which is co-terminus with other criminal justice partners. This has enabled strong and effective links to be made in the criminal justice field, with full and active membership of the **Local Criminal Justice Board**. Joint performance measures, such as reducing delays and improving confidence, are clearly understood, and where some of our respective targets are apparently contradictory (for example, the LCJB target of increasing sanctioned detections versus YOT's target of reducing the numbers of young people entering the system), we are able to work together to ensure that the implications are understood and that reporting of our respective or joint targets are complementary. The development of the Justice Centre, Nuneaton and the co-location of YOT with other criminal justice agencies within it is a tangible example of effective joint working.

Equally, the service is fully integrated into Warwickshire's **Children's Services'** strategic planning forums, taking an active role in the county's response to the Children Act 2004. Experience of delivering a multi-agency service and knowledge of the needs of some of our most vulnerable young people are valuable contributions to the development of integrated services. Contribution to the children's section of the Local Authority's Annual Performance Assessment reflects YOT's position in the children's services arena both nationally and locally.

With the advent of the Persistent and Other Priority Offenders strategy we are able to define our joint working with the 5 **Crime and Disorder Reduction Partnerships** across the county and through these developments aim to improve the local responses to the long-term needs of those we work with.

In addition to this formal partnership with CDRPs, YOT also supports Warwickshire's **Community Safety** strategy through its contribution to the development and implementation of a multi-agency Anti-Social Behaviour protocol and the corporate crime and disorder reduction plan.



## **SECTION D - DRIVERS OF PERFORMANCE**

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### **D1. GOVERNANCE AND LEADERSHIP**

The youth justice information system, YOIS, enables the YOT to provide performance information to a wide range of partner agencies and to satisfy the Youth Justice Board's requirements for quarterly performance data.

The YOT is accountable to the Youth Justice Management Board, membership of which is detailed in Table A below. It is also subject to Warwickshire County Council's Performance Management Framework, which sets out the Council's standards in relation to both the integration of plans, and also the requirements for performance reporting to Overview and Scrutiny Committees and Cabinet. This is the means by which YOT is held accountable to the County Council for performance. Specifically YOT's objective of reducing offending contributes to the Council's Corporate Objective "to reduce crime and improve the safety of the community," and targets relating to reducing youth crime and re-offending are referenced in the County Council's Corporate Business Plan.

In addition, YOT's contribution to the Local Criminal Justice Board's targets of reducing delays and improving confidence are managed through the Board's accountability to the National Criminal Justice Board.

YOT's targets contribute to a number of local strategic plans, such as the Young Person's Substance Misuse Plan, the Policing Plan, Social Services Plans, CAMHS strategy, CDRP strategies, County Council Corporate Plan, etc and these all demand reporting links between YOT and partners.

**Table A: Composition of Management Board – As at April 2005**

<b>Name</b>	<b>Agency representing</b>	<b>Post in agency</b>	<b>Ethnicity</b>	<b>Gender</b>
<b>Chair: Ian Caulfield</b>	Warwickshire County Council	Chief Executive	White	Male
<b>Chris Hallett</b>	Social Services	Head of Children's Services	White	Male
<b>Liz Stafford</b>	Probation Service Warwickshire	Chief Officer	White	Female
<b>Elizabeth Featherstone</b>	Local Education Authority	Assistant County Education Officer	White	Female
<b>Anne Heckles</b>	North Warwickshire Primary Care Trust	Chief Executive	White	Female
<b>Andy Parker</b>	Warwickshire Police	Assistant Chief Constable	White	Male
<b>Steve Stewart</b>	ConneXions	Executive Director	White	Male
<b>John Rennie</b>	Police Authority	Chair	White	Male
<b>Angela O'Boyle</b>	Probation Board	Chair	White	Female
<b>Cllr.Martin Brassington</b>	County Council	Portfolio Holder for Supporting Communities	White	Male
<b>Cllr.Richard Grant</b>	County Council	Portfolio Holder for Education	White	Male
<b>Andrew Lovegrove</b>	County Council Treasurers	Group Accountant	White	Male
<b>Ruby Sarkaria</b>	County Council Treasurers	YOT Financial Manager	British Asian	Female
<b>John Buckley</b>	Combined Courts Service	Director of Legal Service Joint Justices Clerk	White	Male
<b>Diane Johnson</b>	Youth Offending Team	Head of Service	White	Female

## **D2 PERFORMANCE AND QUALITY SYSTEMS**

There is a strong performance management culture in YOT and its organisational structure is designed to support the management of continuous improvement. A complex set of reporting requirements are brought together by all managers each quarter to ensure a systematic review of performance and agreement to improvement plans. Responsibilities for key performance targets are clearly delegated to managers, who work with relevant staff groups to meet their targets.

YOT performance is reported regularly to the Youth Justice Management Board by the Head of Service.

Data quality is assured through a data cleansing process undertaken by the Information Officer, administrators, YOT managers and practitioners

There are a number of quality assurance monitoring processes undertaken by first line managers through their own scrutiny of YOIS inputting, case management supervision arrangements, such as “dip sampling” and quality assurance of pre-sentence and Panel reports.

The Effective Practice Quality Assurance framework is applied as required by the YJB to key areas of practice and has become a well-understood and useful quality assurance tool.

**D3a RESOURCES****Table 27: Youth Offending Team Budget Financial Year 2005 – 2006 – Sources**

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Police	86,890		29,778	116,668
Probation	59,311		92,689	152,000
ConneXions	15,000			15,000
Health (from Table 27d)	68,558		15,843	84,401
Local Authority	812,111		557,234	1,369,345
Additional Funding (from Table 27a)	414,973		211,575	626,548
<b>Total</b>	<b>1,456,843</b>		<b>907,119</b>	<b>2,363,962</b>

Partnership funding is agreed by the Youth Justice Management Board in January each year, subject to partners' budget settlements.

**Table 27a: Additional sources of income**

Additional source	Amount (£)
Single Regeneration Budget	
European Funding	
Youth Justice Board	506,548
Other – County Council e-govt grant	120,000
<b>Total (for inclusion in Table 27)</b>	<b>626,548</b>

Youth Justice Board resources are partly hypothecated, targeted to support the ISSP programme, cover the cost of two substance misuse staff, and to contribute to the delivery of Referral Orders. The remainder is used to fund the costs of staff who undertake a wide range of tasks within the overall remit of YOT.

The e-government grant awarded by Warwickshire County Council supports the further development and implementation of RYOGENS information system, designed to support our prevention agenda. Warwickshire has been the lead Authority in this ODPM funded National Project since 2003.

**Table 27d: Health service contributions to the Youth Offending Teams**

Health contribution: Funding source	Amount (£)
Source 1: North Warwickshire PCT	30,114
Source 2: South Warwickshire PCT	39,770
Source 3: Rugby PCT	14,517
<b>Total (for inclusion in Table 27)</b>	<b>84,401</b>

<b>D3b PROGRAMME RESOURCES</b>
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Programme resources continue to be developed both within YOT and with partner agencies. Examples of the primary resources available for interventions to tackle identified risk factors are:

- Alcohol and Substance Misuse:**
- Specialist staff within YOT linked to Young Persons' Substance Misuse Service
  - District Councils e.g. Positive Futures
- Motoring Offences:**
- First Gear Programme – jointly delivered with ConneXions, Police, Fire Service, Voluntary Sector, LEA, and Army
  - Two Wheels Programme – links with Police Schools and YOT
- Restorative Justice:**
- Reparation – 20+ placement providers from Community, Voluntary Sector and Statutory Services providing up to 2000 hours of reparation activity each year
  - Direct contact between victims and offenders facilitated through YOT staff in the Victim and Witness Information Partnership (VIP)
- Education, Training and Employment:**
- Touch Type Read and Spell computer programme.
  - Use of PLUS materials
  - Alternative educational programmes involve Fire Service, WAYC, and Community Education
  - Educational accredited modules delivered by YOT and PRU
  - links to Belgrade Theatre, Barnardo's, CVS, Arts Service and Voluntary Organisations
- Mental Health:**
- Specialist staff within YOT linked to CAMHS and CMHTs
- Alternatives to Custody:**
- Intensive Supervision and Surveillance Programme (ISSP) – delivered in partnership with the PRU, ConneXions, and Voluntary Sector e.g. Warwickshire Association of Youth Clubs
- Prevention:**
- The youth inclusion and support panels (CHARM) are delivered by Warwickshire's Positive about Young People programme on behalf of the Youth Offending Team.



## **D4 PEOPLE AND ORGANISATION**

### **1. WORKFORCE PLANNING**

The recruitment of sessional staff, mentors and Panel Members is a constant feature in our workforce planning, with the use of sessional staff enabling YOT and Positive about Young People flexibility in the deployment of staff. One of the aims when recruiting to these posts is to achieve a workforce that reflects the composition of our communities. See Table 25a for Staff Headcount (Appendix One).

### **2. WORKFORCE DEVELOPMENT**

The appointment of an Organisational Development Officer has made the links with partner agencies more robust, leading to the establishment of multi-agency HR and Learning Advisory Groups. The aim of these meetings is to develop a joint understanding of the complexity of multi-agency working and to clarify associated business processes and establish inter-agency protocols.

Systems and processes have been developed to monitor and evaluate training and development activities, the findings of which inform our workforce development planning.

The YOT Management Team is committed to identifying career development opportunities within YOT and, for example, it has been agreed in collaboration with Social Services, to open up two Social Work vacancies (YOT) as Social Worker in Training posts to the current YOT workforce.

The breadth of development and training opportunities are reflected in the YOT Learning and Development Plan 2005/06 (Appendix 4). The Plan identifies the target group for individual programmes, links to elements of the performance management framework, the training providers and funding source.

#### Youth Justice Board Learning and Development Strategy

Six YOT practitioners have gained the Professional Certificate in Effective Practice (PCEP) and nine are working towards achieving this award in 2005.

The YJB West Midlands HR, Learning and Development Steering Group plan to co-ordinate INSET programmes during 2005/06 in three areas of practice – mental health, substance misuse and management of risk.

#### Partnership

YOT both provides and receives training in a wide range of subjects that are common to one or more partners. For example, child protection, protective behaviours, substance misuse, working with challenging behaviour, supervision skills, etc may be provided by partner agencies with places available to YOT. Conversely YOT will invite partner agencies to join training that is provided or commissioned by them, for example, restorative justice. Specifically targeted workshops or seminars for magistrates and Panel Members are also arranged by YOT twice a year and these are often opened up to other criminal justice partners in particular.

#### Investors in People

Investors in People re-accreditation is planned for the autumn 2005 and will include sessional staff and volunteers. In preparation for this a liP taskgroup has been established and a staff survey has been undertaken. The findings of the survey will form a baseline for monitoring and reviewing staff satisfaction on a regular basis.

**SECTION E: DELIVERY PLAN APRIL 2005 – MARCH 2006**

**PREVENT OFFENDING**

The 2004/05 target was to ‘ensure that all areas have in place Youth Inclusion and Support Panels (YISP), or other effective arrangements that ensure children and young people most at risk of offending are targeted by mainstream services’. Positive about Young People’s CHARM project (Warwickshire’s YISP) is operating in all five districts and engaged in partnership work with a number of participating agencies including SSD, Police, Education, Connexions Health and District Councils. During 2004, 237 young people were identified through 27 Panel meetings, their needs were assessed and their families offered appropriate support.

The original design of YISPs suggest that those at risk young people should be assessed and then ‘put in touch with services and support mechanisms so they are less likely to be excluded from society’. Resource pressures on partner agencies mean that services are not always available from mainstream services. Our response has been to supplement the work of the CHARM Inclusion Support Workers with full-time sessional workers, who engage in much of the direct work with young people.

Our parenting support has been particularly successful. With help from both the voluntary and community sectors, CHARM has provided drop-ins and more structured group work support when required. The ethos of the programmes has been based on ‘Parenting Positively’ and ‘Handling Children’s Behaviour’, with additional interventions provided by CAMHS Systemic Family Therapy, Relate and our own mentoring service.

The prevention strategy can be reviewed in the context of its contribution to the five outcomes and associated aims for children and young people as defined by the Children Act 2004:

**Being Healthy:** Close links have been established with Health agencies through representatives attending and contributing to panels. Representatives include Young People’s substance Misuse Service, School Health and the Anti-drugs sports service. A health and welfare group was established for a number of older young people who had expressed an interest.

**Staying Safe:** The team have provided intensive support to young people where risk of injury was high. Work with parents, schools, ESWs covers issues like bullying. Activities took place at half term focussing on music and drama with the theme ‘keeping safe’

**Achieving and Enjoying:** The AQA awards scheme is growing in popularity, enabling young people to demonstrate achievement. Young people also achieve ASDAN awards.

**Economic well-being:** Work with families includes support to parents to take up challenges for their own education and employment.

**Making a positive contribution:** We strive to find ways where young people can be involved in service developments. One young person previously referred for services is now active as a mentor and staff member facilitating group activities.

**Data:**

<b>KPI: 04/05 actual and % against target</b>	<b>237 actual against target of 200</b>
<b>KPI: 05/06 target</b>	Reduce the number of first time entrants into the youth justice system by 5%. <b>Target – 646 (baseline 1.10.03-30.9.04 = 680 = total new entrants – individual young people)</b>

**Action plan: Prevention**

Action	Lead	Timescale	Links to Plans / Performance Measures
Information Officer (RYOGENS) to provide operational manager with data on all referrals by agency, area, ethnicity, age and gender	Information Officer – AP Operational Lead – PT	Monthly	Feedback to Quarterly Performance Review
Information Officer (UMIS) to provide management information re: contacts of young people and parents caseloads aggregation of data from assessments Completion rate of Onset assessments within target time period.	Information Officer – CE Operational Lead - PT	Quarterly	Feedback to Quarterly Performance Review
Seek additional funding streams to increase age range criteria of CHARM.	PT	March 2006	Enhanced contribution to overall reduction in offending – 5% reduction in first time entrants. Reduce Re-offending
Verification that referrals are those most at risk of offending and anti-social behaviour.	PT	Dec 05	5% reduction in first time entrants
Increased delivery of parent support by 50%	PT	March 2006	EPQA Parenting Children’s Plan
CHARM team to meet at least eight times per year	PT	Ongoing	
Training requirements to be identified and referred to ODO	PT	Ongoing	Learning and development plan
Build on existing partnership arrangements to ensure consistency across the county	RB	March 2006	Prolific and other priority offenders Reduce re-offending

**INTERVENE EARLY**

The 2004 /05 target was to “*Ensure that 80% of final warnings are supported by interventions*”. We have continued to meet this target on all final warnings that the Youth Offending team has been notified about. However, it has transpired that there have been inconsistencies in Police notification to YOT of Final Warnings. Therefore a priority target for 2005/06 is to re-launch the notification system, reiterating the important role police officers have in working with the Youth Offending Team in Final Warnings.

Warwickshire Youth Offending Team will fully implement secure email during 2005/06. Consequently all notifications of Final Warnings will be via email with Police officer having an electronic reminder to inform YOT of all final warnings.

To meet the target in previous years, the Youth Offending Team and Police set up bail clinics, which are now running successfully in the 3 custody suites within Warwickshire.

Warwickshire Youth Offending Team has also been involved in a multi agency project setting up a Victim and Witness Information Partnership (VIP), placing staff into the scheme. VIP aims to provide an information service to all victims in Warwickshire and gives victims of youth crime the opportunity of a restorative process.

All Final Warnings on young people aged between 10 and 13 years are being referred on to our YISP (CHARM) for support once the Final Warning has been completed.

It is our objective to ensure that at least 10% of parents on the YOT Final Warning caseload will be engaged in parenting support.

**Data:**

<b>KPI: 04/05 - 83% achieved against an 80% target</b>	<b>Ensure that 80% of final warnings are supported by interventions</b>	<b>EPQA: 03 rating</b>	<b>2</b>
<b>KPI: 05/06 target</b>	<b>Ensure that 80% of final warnings are supported by interventions</b>	<b>EPQA: 05 result</b>	<b>3</b>

**Action plan: Early Intervention – to maintain current performance we will:**

Action	Lead	Timescale	Links to Plans / Performance Measures
Final Warning notification to be received through secure emails	LC managing secure email implementation	Oct 05	KPI 1 – prevention KPI 5 – re-offending
Joint agency re- launch of the YOT 1 system to ensure that YOT are kept informed of police decisions	JS and CI Mike Wylde	November 2005	
Monthly reporting from Police Information System to ensure YOIS is accurate	JS	Ongoing	EPQA Quarterly Performance Reviews
Information Officer to provide operational lead with data on Final Warnings	CE	One month prior to the quarterly Performance Review	Compliance with and audit of National Standards
Recruit to Police vacancy in YOT	NN/RF	Aug 05	
Allocate staff to the Victim and Witness Information Partnership	DJ/NN	Aug 05	To meet EPQA action plan
Provide Final Warnings Team briefing to ensure an understanding of FW business processes.	JS	End Sept. 05	To meet performance measures 2, 5, 6 & 7
Formally discuss with Police, CPS and Courts, the feasibility of extending the use of Final Warnings.	DJ	Oct 05	Performance measures 1,2, 5, 6 & 7 EPQA

**PROVIDE INTENSIVE COMMUNITY SUPERVISION**

The 2004/05 target was “*to ensure that 90% of a target of 19 young people starting on ISSP was achieved, acknowledging that the scheme has a potential capacity of ten young people on the scheme at any one time*”. During 2004/05 we attained 95% of this target with 18 starts being made.

The proportionality of “starts” through the various routes onto the scheme suggested a target of 50% Supervision Orders, 30% DTO, Bail 20%, with a successful completion target set at 60% for the coming year 2005/06.

We met the 20% Bail target, but only met 5% of a target of 30% for use of ISSP attached to a DTO. The remaining 75% were used with Supervision Orders against a target of 50%. The successful completion rate for 2004/05 was 56%.

The target for 2005/06 remains the same as for 2004/05 with 90% of 19 starts and a proportionality of suggested starts as Supervision Order 50%, Bail 20% and DTO 30%.

In order to continue to meet targets but more specifically to meet proportionality, an increased awareness needs to be developed with practitioners of the risk management and support element of a DTO-ISSP. The Bail and Remand figures may also be significantly improved if resources can be identified for the recruitment of a Bail ISSP/Remand Officer post to offer specialist advice and support at court and to plan and implement alternatives to remand. Improved links with the Secure Estate being one of the priorities identified of both this post and of generic YOT practitioners.

The scheme will continue to encourage young people and parents to be involved in the development of service delivery and seeking their views on positive changes to individual and group programmes. In particular regarding the implementation of a gradual tailoring off of hours, from the 25 hours per week high intensity phase to the low intensity phase of 5 hours per week.

The Strategic and Operational Managers plus core members of the ISSP review panel will continue to address individual education, training and employment matters through relevant agencies and to access appropriate facilities to provide intensive support through education vacation periods. They will also ensure that public confidence in the scheme is developed and maintained through close work with the police and community groups, addressing public meetings and in delivering press and media coverage on the benefits of the scheme.

The links the scheme has with its many partner agencies need to be sustained and augmented, in particular, court user groups, housing providers, the VIP (with particular regard to restorative justice) and the Secure Estate.

With particular regard to learning and development actions, continued training will be provided to sessional workers involved in ISSP. The Operational manager and core members of the ISSP review panel will continue to provide training as part of the induction process for new practitioners and for partner agencies.

The ISSP Assurance Review undertaken in May 2005 commended our ISSP, highlighting areas of good practice and areas for development which are incorporated into this plan.

**Action plan: Intensive supervision - to maintain current performance and improve recording we will take the following action:**

Action	Lead	Timescale	Links to Plans / Performance Measures
Information Officer to provide Operational Lead with data on ISSP figures from YOIS	CE	One month prior to quarterly Performance Review	Compliance with National Standards and proportionality targets
Operational Lead to complete monthly data returns to YJB	DB	10 working days from end of month	Requirement of YJB – ISSP monitoring
Increase use of ISSP with DTO to 20% of new starts	DB	April 2006	
Complete and maintain Asset Register	DB	Ongoing	Requirement of YJB – budget monitoring
Maintain fortnightly ISSP Review Panel	DB	Ongoing	Quarterly Performance Review, YJMB, Management Team and Operations Group.
Identify training needs of all staff in relation to ISSP to ensure recording requirements are met	DB RF	Ongoing and as indicated in YOT training plan	Learning and Development Plans and Appraisal, Performance Review
Maintain and develop existing links with partners.	DB	Ongoing	Quarterly Performance Review, YJMB, ISSP Review Panel Meetings, Court User Groups  Persistent and Other Priority Offenders Scheme
Publicise ISSP quality assurance outcome of the scheme being commended	HW/DB	Aug 2005	

**REDUCE THE USE OF CUSTODY**

The target for the use of the secure estate was (i) *“reduce the use number of custodial sentences as a proportion of all court disposals to 6%”* and (ii) *“reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional/unconditional bail) to 30%”*

During 2004 we were able to exceed the target of custodial sentences being 6% or less of court sentences, with a performance of 4.7%.

The percentage of remands to the secure estate of the total number of remands episodes involving bail supervision, remand to local authority accommodation, court-ordered secure remand and remand in custody was 47% against a target of 30%.

We, and the courts, aim to maintain our performance in the use of custody for sentencing through continuing to provide excellent services to the court, with comprehensive risk assessments informing our proposals to sentencers. Ten members of the Warwickshire Youth Offending Team attended a NACRO Youth Court Officer training day, helping to build a consistent approach by the team.

We aim to continue to improve our performance in the use of custody for remand episodes by being clear with the courts about the levels of supervision offered to some young people on bail and where appropriate, agreeing with the court that the level of support meets the criteria for a formal bail supervision programme (i.e. 3 contacts a week). Currently, these packages of supervision are not recorded as bail supervision as Warwickshire does not have a separate bail supervision scheme. During 2004, 18 young people were remanded in custody, all of which were aged 16 or 17. Thirteen of these young people received a custodial sentence following their remand in custody.

YOT has produced a bail programme, using a level 2 for a bail support programme and level 3 for a bail ISSP programme. This has been well received by the courts and is now prepared every time a young person’s bail is refused by the police.

There are plans to introduce a custody review panel, which will review all remands and sentence to custody, ensuring that Warwickshire YOT learns any lessons from past situations and creates the opportunity for continuous improvement in this area.

**Data:**

<b>KPI: 04/05 actual and % against target (remand)</b>	<b>47% against 30% target</b>	<b>KPI: 04/05 actual and % against target (sentences)</b>	<b>4.7% against target of 6%</b>
<b>KPI: 05/06 target:</b>	<b>30%</b>	<b>KPI: 05/06 target:</b>	<b>6.0% or less</b>



**Action plan: Reduce the use of custody – to maintain performance in “sentencing” and to improve performance in “remands” we will take the following action:**

Action	Lead	Timescale	Links to Plans / Performance Measures
Information Officer to provide Operational Lead with data on bail and remand figures	CE	One month prior to the quarterly Performance Review	
Every remand or custodial sentence to be reviewed at the fortnightly ISSP/Custody Panel	DB	September 05	ISSP Review
Monitor the accuracy of recording on YOIS to ensure that all bail support programmes are logged.	Team Leaders	Monthly	Quarterly Performance Reviews
Take business case for a Bail ISSP/ Remand Officer to Youth Justice Management Board	DJ	October 2005	ISSP Review
Team Leaders to ensure practitioners attend custody panels	Case Management Team Leaders	September 05	
Ensure systems are in place and protocols agreed for the police to notify YOT when a young person has been refused bail	LC NN	July 05	
To ensure that joint protocols include the requirement for courts to notify YOT when a young person is placed before a magistrates court or Saturday Court	NN	July 05	

**REDUCE RE-OFFENDING**

The target for 2004 was “*by December 2004 achieve a reduction in re-offending of 5%, based on the 2000 cohort compared with the 2001 cohort after 24 months*”. The outturn in this comparison has been an increase in the pre-court and first tier penalties, but importantly for YOT, they reduced by an average of 7.5% in the community penalties and custody tiers.

When re-offending rates are measured after 12 months of the cohort being identified, they have reduced in all tiers with the exception of custody. The most significant of these reductions for YOT is an 8% decrease in community penalties and a 7.5% reduction in first tier penalties that include referral orders. Referral Orders account for 40% of YOT’s caseload.

The Youth Justice Board identifies the cohort of young people in each tier of the youth justice system at random each year and the re-offending by of these groups is reported each year to make up a national picture. At a local level there are some very low numbers in some sections of the system and these can disproportionately skew our reporting. For example if 2 custodial sentences are identified to measure re-offending rates after custody, a 100% re-offending rate will be reported to the YJB - what we now plan to understand locally is what the re-offending rate is for the 30 custodial sentences made in Warwickshire.

Analysis of recidivism rates for the 2002 cohort, the first to include referral orders, indicates that fewer young people re-offend on referral orders after a 2-year period than other community orders, with the exception of community rehabilitation orders. The frequency of re-offending for these groups show a similar pattern. At the 12 month stage the re-offending rates and frequency of offending for referral orders and community rehabilitation orders is similar.

**Data:**

<b>KPI: 04/05 actual and % against target</b>	<b>Actual 2% average increase against 5% reduction target – see above</b>
<b>KPI: 05/06 target</b>	<b>5% reduction in re-offending by March 2006 compared with the 2000 baseline</b>

**Action plan: Reducing re-offending**

<b>Action</b>	<b>Lead</b>	<b>Timescale</b>	<b>Links to Plans / Performance Measures</b>
Monitor the use of restorative processes within interventions and compare the effect on recidivism	Information Officer	31.03.06	Restorative processes
Monitor the use of enforcement by case managers	Information Officer	31.12.05	Swift administration of justice
Monitor the factors identified as contributing to offending against interventions undertaken with young people.	Team Manager	31.12.05	Assessment, Interventions and Planning



**ENSURE THE SWIFT ADMINISTRATION OF JUSTICE**

**Overview:**

The 2004 / 05 KPI was to *“Ensure that 90% of pre-sentence reports were submitted within the timescales prescribed by National Standards”, this being 10 working days for PYO’s and 15 working days for non PYO’s.*

During the 2004 Warwickshire YOT attained 89% of pre-sentence reports completed within the timescales. Whilst this is 1 % below the target, the achievements throughout the year improved every quarter. The final two quarters achieved 100% attainment. It is therefore anticipated that the percentage for 2005/06 will exceed previous figures.

Processes within the Team have been changed in order to meet the KPI. As a team, the required gatekeeping for pre-sentence reports is now booked at fortnightly Team Meetings in order to openly monitor the timescale requirements. Individually, practitioners have objectives within their appraisals that include contribution to this and other operationally significant KPI or EPQA processes. In addition, the division of KPI’s within the Operational Management Group has ensured focused responsibility for the specific requirements of this target.

There has also been development in understanding about the recording and analysis of data within the YOIS system during 2004. This was specifically relevant when inputting Crown Court requests for pre-sentence reports. This means that the figures collated are now more accurate, thus reflecting the improvements made across the team. A quarterly quality assurance process is in place to verify the figures and investigate those reports that fall outside the requirements. This process has highlighted individual performance issues and data cleansing requirements, the monitoring of which will continue within the 2005/06 plan.

A Strategic and Operational Manager has attended the Multi Agency PYO forum on a monthly basis. This group has looked at improving performance for all agencies involved in the swift administration of justice. Such partnership working has successfully contributed to the consistent achievement of the national target. Attendance and participation in this process will continue in the current plan.

Team Meetings and individual supervision have been used to improve practice, which has achieved the improved outturn on this target. Currently a timetable of Team workshops is being developed. This will ensure a consistent and ongoing process of sharing information across the County, and include the practice requirements for Practitioners and Team Leaders to contribute towards this target.

**Data:**

<b>KPI: 04/05 actual and % against target</b>	<b>89% Outturn - 90% Target</b>
<b>KPI: 05/06 target</b>	<b>90 % of PSR to be completed within National Standard Requirements</b>

**Action plan: Swift administration of justice – to maintain current performance we will take the following action:**

Action	Lead	Timescale	Links to Plans / Performance Measures
Information Officer to provide Operational Lead with data on PSR figures from YOIS.	CE	One month prior to the quarterly Performance Review	Compliance with and Audit of National Standards
Operational Lead to complete data quality assurance process and prepare report for performance review.	RE	One week prior to Performance Review	Quarterly Performance Review
Complete training/briefing through Team Workshop and supervision agendas	SL	To be timetabled by 30.06.05	Links to the training required for other operationally based KPI's; <ul style="list-style-type: none"> <li>- Rigorous assessment / use of ASSET</li> <li>- Use of Custody / Remand</li> <li>- Improved outcomes for young people / auditable access to specialist services</li> </ul> EPQA Resettlement and APIS
This target to be identified as an objective for each relevant practitioner	Team Leaders	June 2005	Processes and use of YOIS is a relevant aspect of all Operational Targets Appraisals
Gatekeeping form to include calculation of days taken to prepare report	RE	30.06.05	Compliance with and Audit of National Standards

**ENSURE EFFECTIVE AND RIGOROUS ASSESSMENT**

The target for the use of ASSET was *“ensure ASSET is completed for all (100%) young people subject to relevant community disposals and custodial sentences”*

During 2004 there has been a steady improvement in the rate of ASSET completion as required by this KPI. On average, we achieved a 94% completion rate against the 100% target.

The completion of ASSET is routinely monitored and addressed in supervision and at team meetings. Practitioners also have this objective identified each year in their appraisal process.

The information officer produces regular reports for team leaders identifying where ASSETs have not been completed.

The purpose of, and need for effective and rigorous assessments have been identified through the EPQA process and we anticipate a score of 3 in our Assessment, Planning, Interventions and Supervision EPQA submission in April 2005.

A training event to take practitioners “back to basics” regarding assessment skills is planned during 2005, to ensure that practitioners understand the importance of ASSET in its contribution to effective practice.

YOTs performance in ensuring that all initial training plans for young people subject to Detention and Training Orders are drawn up within 10 working days is dependant on the capacity of the secure establishment to meet this target. YOT is able to meet the national standard in 100% of cases, but due to constraints of the secure estate reached only a 75% performance in 2004.

**Data:**

<b>KPI: 04/05 actual and % against target (ASSET)</b>	<b>94% against 100% target</b>	<b>KPI: 04/05 actual and % against target (DTO)</b>	<b>75% against 100% target</b>	<b>EPQA: 03 rating</b>	<b>2</b>
<b>KPI: 05/06 target</b>	<b>100%</b>	<b>KPI: 05/06 target</b>	<b>100%</b>	<b>EPQA 05 result</b>	<b>3</b>

**Action plan: Assessment – to build on improved performance and meet this target we will take the following action:**

Action	Lead	Timescale	Links to Plans / Performance Measures
Information Officer to provide Operational Lead with data on ASSET completion from YOIS.	CE	One month prior to the quarterly Performance Review	Compliance with and Audit of National Standards
Strategic Lead to monitor, prepare updates of action plan, and report performance to quarterly performance review meetings	NN	One week prior to Performance Review	Quarterly Performance Review
Complete training/briefings and monitoring processes through Team Meeting and supervision agendas	SL	To be timetabled by 30.10.05	Links to the training required for other operationally based KPI's; <ul style="list-style-type: none"> <li>- Completion of PSRs</li> <li>- Use of Custody / Remand</li> <li>- Improved outcomes for young people / auditable access to specialist services</li> </ul> EPQA Resettlement and APIS
Develop annual Team Meeting workshop timetable – to include ASSET target and recording requirements	SL	October 2005	Learning and Development Plan EPQA - APiS
ASSET Scores to be checked at Gatekeeping when completed with PSR	Team Leaders		<ul style="list-style-type: none"> <li>- Completion of PSR</li> <li>- Reduction in the use of Custody / Remand</li> </ul> EPQA Resettlement and APIS

**SUPPORT YOUNG PEOPLE ENGAGING IN EDUCATION TRAINING AND EMPLOYMENT**

The target for 2004 was *“to ensure that 90% of young offenders who are supervised by the YOT are either in full-time education, training or employment”*. This aspiration was met in 62% of cases closed in 2004. The recently completed EPQA review provides evidence to support the significant progress made against the EPQA improvement plan. The self-assessment indicates that the improvements will lead to a rating of 3.

YOT has made progress in terms of resources to support this target. Sessional workers have been recruited to support young people in educational activities and this has been particularly successful with Referral Orders and ISSPs where lack of education has been a significant risk factor. Education practitioners have been responsible for the design and delivery of programmes, supporting young people in work towards accreditation. Young people have been supported in course work for GCSE's when they have been excluded from school, in preparation for SATs and to date over 200 young people have achieved 555 AQA accredited awards.

It is a cause for concern that so many of our young people have literacy and numeracy difficulties but we have been successful in identifying imaginative ways of helping them overcome their difficulties. In partnership we can provide resources through reparation, motoring programmes, alternative educational provision, work in the library, Art Gallery and Museum. We provide bespoke packages of intervention building on young people's individual strengths and interests and helping guide them towards mainstream provision. We have resources within YOT to promote learning, for example resource packs and access to computers and in addition to this we have a successful Home Computer scheme, which provides reconditioned computers for young people and their families to use at home

We have excellent working arrangements with partners enabling us to jointly address the many barriers to learning that still exist. These include the Out of Schools Group, Area Behaviour Management Panels, ISSP panels. There is also an initiative known as the Warwickshire Education Partnership comprising representatives of partner agencies working together in specialist areas such as developing accreditation strategies, progressing the YJB's PLUS programme and improving links between the agencies working with challenging young people. YOT staff are in demand as trainers and as speakers at events to promote inclusion and preventative work.

We have excellent links with the local secure estate but experience logistical problems with units or YOIs at a distance from Warwickshire.

Through other partnerships we are able to refer young people and parents to a mentoring scheme, and the Bradby Project has reported successful re-integration of young people into school. Young people at risk of exclusion have avoided this by engaging with the project. We have been successful in achieving more resources for education both through our own Management Board and also through external grants. In addition to this we were successful in negotiating resources from Connexions, which has led to better sharing of information and more accurate data collection.

The main weaknesses in YOT appears to be that practitioners are inconsistently recording the work undertaken in this area. This is receiving attention through training and supervision and is one of the reasons that the performance against the target belies the work undertaken and the outcomes achieved.

A significant obstacle to YOT achieving this target is that because of the complexity of the circumstances of many young people not in ETE, it is not always possible to find acceptable mainstream provision for them. Educational processes are also often slower than those in the criminal justice system, so even where a provision may be appropriate, timescales involved in achieving this may not meet the expectations of the courts. We have recently reviewed our resources and have re-organised so that Education Practitioners cover a geographical area supported by sessional workers so that better local links are made and the young people receive more localised services.



The Education Practitioners will also play a bigger role in ensuring that education data on YOIS is accurate and any gaps in provision logged for multi-agency attention. It will be necessary to continue to seek external funding to maintain and improve work already in progress. The main aim of the work for the coming year will be improvement in the consistent and systematic application of current processes.

**Data:**

KPI: 04/05 target	62% against 90% target	EPQA: 03 rating	2
KPI: 05/06 target	90%	EPQA: 05 result	3

**Action plan: ETE – to maintain and improve current performance we will take the following actions:**

Action	Lead	Timescale	Links to Plans / Performance Measures
Organise meeting structure to enable planning and reporting from ETE staff against KPIs and other performance measures. Reporting performance to quarterly performance review meetings	HW DB HW	30.04.05	EPQA - ETE KPI-ETE EPQA –parenting KPI-parenting KPI-prevention
Reinforce data monitoring systems by including in ETE practitioners’ responsibilities.	DB	30.05.05	EPQA –ETE KPI-ETE
Build on resource base available both within YOT and through partners. Set up education facilities at Newton Hall. Offer specialist training to sessional workers able to support young people with educational activities Seek further external funding to support broader educational opportunities e.g. art, drama, music and sport	HW HW RF/DB HW	01.07.05 31.08.05 01.07.05	EPQA-ETE EPQA-parenting KPI-parenting
Ensure all ETE and other staff are aware of their contribution to the EPQA action plan and KPI’s through written communication and team briefings.	Heather Walton	31.06.05	EPQA-ETE EPQA-Parenting EPQA-Prevention KPI-Prevention
Progression of Warwickshire Education Partnership	Dave Bradford	31.05.05	EPQA –ETE
Development of PLUS initiative within YOT	HW	30.09.05	
Join strategic developments of the Offender Learning Journey	HW/LLSC	30.09.05	Resettlement

**SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES**

The 2004/05 KPI was to *‘Ensure that all young people are screened for substance misuse, that those with identified needs receive appropriate specialist assessment within 5 working days and following the assessment access the early intervention and treatment services they require within 10 working days’*. Warwickshire YOT met the 100% target in this area.

Since April 1<sup>st</sup> 2005 we have 2 Substance Misuse Practitioners in post. Processes within the team have been firmly developed to ensure that case managers at the commencement of all interventions complete initial screening for substance misuse using Asset.

In cases where an identified substance misuse problem has been assessed by case managers (asset score of 3 or more), clear the substance misuse worker has developed protocols for a more comprehensive assessment. The allocation process identifies the specialist worker responsible for coordinating substance misuse interventions. Currently, the substance misuse workers focus on Tier 3 service delivery. However, as the reliability of data collection improves, developments will be made to ensure that tier 2 services are widely available within YOT.

All parents or carers of young people were sent letters on the 27.1.2005 introducing the substance misuse service within YOT and providing a general information leaflet regarding tier 1 and tier 2 provisions in line with county strategy. A letter was also sent to young people on the 23.2.2005. A follow up sheet was included to enable parents/carers to make requests for further information. Collation of responses will enable development of future services, responsive to identified needs.

Consultation arrangements between the substance misuse worker and case managers have now been implemented. This allows case managers to discuss any aspect of substance misuse (Tier 1 and Tier 2 also applicable) and to agree the most appropriate intervention for the young person. Inset training has been provided to all team members to improve substance misuse assessment skills.

We aim to deliver group work sessions to young people and parent/carers addressing life skills, which will include issues around alcohol and substance misuse. Also, planned for the coming year are initiatives around diversionary activities through sport.

**Data:**

<b>KPI: 04/05 actual and % against target (Assessment)</b>	<b>100%</b>	<b>KPI: 04/05 actual and % against target (specialist assessment)</b>	<b>100%</b>	<b>KPI: 04/05 actual and % against target (access to early intervention)</b>	<b>100%</b>
<b>KPI: 05/06 target</b>	<b>100%</b>	<b>KPI: 05/06 target</b>	<b>100%</b>	<b>KPI: 05/06 target</b>	<b>100%</b>

**Action plan: Substance misuse – to maintain current performance we will take the following action:**

Action	Lead	Timescale	Links to Plans / Performance Measures
<p>Information officer to provides data on those assessed by specialist staff.</p> <p>Performance reported to quarterly performance reviews</p>	<p>CE</p> <p>LL</p>	<p>one month prior to quarterly performance review</p>	
<p>Provide nationally recognised training for practitioners.</p> <p>Progression awards for specialist staff</p>	<p>RF</p>	<p>September 2005</p>	
<p>Deliver and evaluate 2 group work programmes – one for parents, one for young people</p>	<p>LL</p>	<p>April 2005</p>	<p>Young person's substance misuse plan</p>
<p>Identify opportunities for formal sports diversionary activities throughout the county</p>	<p>TA/SS</p>	<p>April 2005</p>	<p>Prevent offending</p> <p>Young person's substance misuse plan</p>

### **SUPPORT ACCESS TO MENTAL HEALTH SERVICES**

The KPI for access to Mental Health Services for young people in 2004/05 was “*for non acute issues to be assessed within 15 working days of a referral being made and acute health issues within 5 working days*”. This target was achieved at 100%.

This KPI is met by having Child & Adolescent and Adult Mental Health Practitioners seconded to work within the Team. Both geographical locations have Health professionals to whom direct referrals are made. The referrals are prioritised and assessments are offered expediently based on the presentation of the young person. Intervention is then facilitated where required.

During 2004, Health Practitioners have worked with the Operational Lead to develop a clear referral process from Case Managers to a Health Practitioner. This includes recording the data required for the KPI within the YOIS system. This has produced more comprehensive and reliable figures with which to report and then focus operational development. In addition, electronic recording and caseload management tools are now in place, providing an auditable record of intervention by the Health Practitioners throughout their involvement with a young person.

Consultation sessions have been formally facilitated during 2004 to ensure that Mental Health concerns can be addressed in any young person’s intervention plan. This process is integral to any formal referral but it also facilitates wider case discussion where a direct referral is not appropriate or not possible due to a young person’s circumstances. This process is being considered further in terms of learning and development needs for the Health Practitioners. There is limited training available in this field due to its specialist nature however, coming together as an operational group across the County has helped to share the wide variety of professional experience.

Warwickshire have chosen Mental Health as an EPQA area for assessment in 2005. Preliminary plans are in place to analyse the current practice within the team and specifically the use of the SQiFA and SIFA assessment tools. The hypothesis of this analysis is that the assessment tools are under used. If this is proved, work will then be aimed at raising awareness of the requirement to complete the assessments and a quality assurance process established to facilitate monitoring. Whilst the team has developed its practice in line with the KPI reporting requirements, the EPQA process is providing an excellent framework for evaluating current practice and ambition for service development. Additional resources have been provided through the appointment of an Assistant Psychologist who is assigned to YOT for two days per week. This additional time needs to be further targeted to meet priority areas within the EPQA process.

A meeting structure has been devised for operational practice to be discussed, developed and monitored. Further developmental work is envisaged, through the EPQA process, around an ‘Operational Protocol’ for Health practitioners following the finalised YOT / Health Service Level Agreement. Arrangements for parent agency input at all management levels, requires finalising in a cohesive meeting structure.

#### **Data:**

<b>KPI: 04/05 actual and % against target (Acute)</b>	<b>Target 100% Actual 100%</b>	<b>KPI: 04/05 actual and % against target (non-acute)</b>	<b>Target 100% Actual 100%</b>
<b>KPI: 05/06 target</b>	<b>100%</b>	<b>KPI: 05/06 target</b>	<b>100%</b>

**Action plan: Mental Health – to maintain our current performance and meet the EPQA requirements we will take the following action:**

Action	Lead	Timescale	Links to Plans / Performance Measures
Finalise meeting structure for all layers of YOT / Health input	HW	30.06.05	EPQA - Mental Health KPI's - Substance Misuse
Complete analysis of current use of assessment tools	LL	30.05.05	EPQA - Mental Health & APiS KPI's - Rigorous assessment processes - Reduce re-offending - Substance Misuse Services
Catalogue current mental health resources and direct work tools available to Health and case management practitioners	LL	01.09.05	EPQA - Mental Health - APiS & Parenting KPI's - Rigorous assessment processes - Reduce re-offending
Set up EPQA task group to ensure project management approach	HW LL	30.05.05	EPQA - Mental Health, APiS, Parenting KPI's - Rigorous assessment processes - Reduce re-offending
Complete EPQA self assessment process	HW	01.09.05	Quarterly Performance Review
Structure Assistant Psychologist time to focus on areas of priority for EPQA processes	LL	30.05.05	EPQA -Mental Health Quarterly Performance Review Reporting
Maintenance of interagency management of Mental Health resources	HW	Ongoing	EPQA - Mental Health Quarterly Performance Review Reporting
Further Develop the use of Consultation Model as a means of intervention	RE	01.09.05	EPQA - Mental Health - APiS - Parenting KPI's - Rigorous assessment process - Reduce re-offending

**SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION**

The performance target for 2004 was to ensure that YOT had a named accommodation officer and that **“100% of young people subject to final warnings with intervention, relevant community based penalties, or on release from the secure estate have suitable accommodation to go to.”** Whilst we show a good outturn in this target, there is concern that there are insufficient flexible and supported living arrangements for vulnerable young people in Warwickshire. This is recognised by Supporting People and they, together with YOT and other providers of children’s services are planning a forum to enable a more strategic and long-term approach to targeting resources.

We work closely with Social Services and Barnardos to provide supported accommodation to those with high level need, but those with less acute needs often have to compromise and live in accommodation that does not fully meet their needs.

**Data:**

KPI: 04/05 actual and % against target (named officer)	Achieved	KPI: 04/05 actual and % against target (suitable accommodation)	93% against 100% target
KPI: 05/06 target		KPI: 05/06 target	100%

**Action plan: Accommodation** – to support practitioners in meeting this target within current resources we will take the following action:

Action	Lead	Deadline	Links to Plans / Performance Measures
Identify strategic lead	DJ	30.06.05	
Complete directory of housing and accommodation providers	Brian Weatherall/Sasha Humphries	30.11.05	
Contribute to countywide children’s accommodation forum	DJ	When established by Supporting People	Children’s Plan
Engage housing providers in PPO meetings	NN	Sept 2005	PPO strategy Reduce offending
Maintain fostering capacity as per SLA	NN/Barnardos	March 2006	Reduce use of custody Reduce re-offending



**SUPPORT PARENTING INTERVENTIONS**

The 2004 KPI for parenting was *“to ensure that 10% of young people with final warnings supported by an intervention and community based penalties receive a parenting intervention and 75% of parents participating in parenting interventions are satisfied.”*

During 2004 the courts made only one Parenting Order. This parent co-operated with YOT and was satisfied with the outcome however the young person, who was a prolific offender, re-offended shortly after the order was imposed. 12 other parents worked with us on formal intervention programme on a voluntary basis and of those who commented on the service provided, 100% satisfaction was indicated.

Other parenting work was carried out by case managers, substance misuse practitioners, health staff and education practitioners, by parent mentors and through parents attending voluntary groups. However, this work has not been captured on our case management system or monitored in a way that enables it to be reported.

The EPQA assessment outcome in 2004 reflected our strong strategic position in this area of work but recognised that operationally there was room for improvement. This has been mainly achieved through the EPQA improvement plan, which has recently been reviewed with an anticipated score of 2 achieved. In order to reach a score of 3 we will require dedicated resources and significantly improved recording of work undertaken.

Systems have been set up for practitioners to work in an incremental way with parents. We aim for all parents to be actively involved in Supervision Plans; their role should be explicit and recorded in a way, which can easily be identified. Most parents attend Referral Order Panels and contribute to the discussions leading to the contract which is drawn up. Most parents indicate a very clear wish to work with YOT but for those who do not, practitioners have the option of drawing up a parenting contract or failing the success of this – a Parenting Order is considered. We want to achieve clear case recording to show that a range of support has been offered to help parents understand the impact of their own behaviour on their family.

Education practitioners have supported parents in accessing education for their children. Health staff have provided intensive family work where significant family dysfunction is identified as a risk factor.

Written information has been made available to parents concerning all aspects of work carried out by the Youth Offending Team, and an information pack has been collated to inform all parents about illegal substances, including alcohol, with advice and guidance about where to get help. An electronic database of parenting resources is being developed by Warwickshire’s inter-agency parenting co-ordinator.

In order to address the problems highlighted above, new recording processes have been implemented. We have redefined the role of the substance misuse practitioners and education practitioners to include a specific responsibility for supporting parents in issues relating to their specialism.

More stringent arrangements have been put into place to monitor recording on YOIS and parenting assessments are monitored through the gatekeeping process for Court reports.

**Data:**

<b>KPI: 04/05 actual and % against target (Interventions)</b>	<b>2.5% against 10% target</b>	<b>KPI: 04/05 actual and % against target (Satisfaction)</b>	<b>100% against 75% target</b>	<b>EPQA: 04 rating</b>	<b>1</b>
<b>KPI: 05/06 target</b>	<b>10%</b>	<b>KPI: 05/06 target</b>	<b>75%</b>	<b>EPQA: 05 result</b>	<b>2</b>



**Action plan: Parenting** – to improve our performance and meet this target we will take the following action:

<b>Action</b>	<b>Lead</b>	<b>Deadline</b>	<b>Links to Plans / Performance Measures</b>
Report performance against KPI to quarterly performance review meetings	HW	17.05.05 09.08.05 15.11.05	
Monitor recording of parenting interventions on YOIS	Team Leaders and CE	Two weeks before performance reviews	
Directory of parenting resources to be available on- line	Sam Grierson Children Act Project	December 2005	Children's Plan
Identify resources to enable development of groupwork Deliver and evaluate one groupwork programme (see substance misuse plan)	Heather Walton  LL	September 2005	Substance misuse KPI
Inform practitioners and administrators of procedures and business processes for parenting work	HW in conjunction with Team Leaders	July 05	As above
Deliver parenting training as identified in the learning and development plan	Rachel Faulkner	Dec 2005	Training and Development Plan
Regularly attend parenting forums throughout the county	Team leaders	April 2006	EPQA –Parenting EPQA-Prevention KPI- Prevention

**PROVIDE EFFECTIVE RESTORATIVE JUSTICE SERVICES**

The 2004 target was “*to ensure that 75% of victims of all youth crime referred to YOTs are offered the opportunity to participate in restorative process and ensure that 75% of victims participating are satisfied.*” We have met this target during 2004 and have benefited from our contribution of staff to Warwickshire’s multi-agency Victim and Witness Information Partnership as described in the Early Interventions section of this plan.

There has been an extensive training programme in the last 12 months to develop an understanding of restorative processes for all YOT staff and more specialist training for practitioners, with 3 going on to a third tier of training equipping them to facilitate restorative conferences. We aim to provide the full range of restorative processes in all Court Orders but currently have a particular emphasis on early intervention outcomes including Final Warnings and Referral Orders.

Assessment processes for the victim and young person have been developed and practitioners are changing their approach to record the assessment on ASSET. Victims’ views and the impact of the offence upon are now routinely presented to the young person and courts.

Victims are given the opportunity to attend Referral Order Panels and Panel Members are keen to undertake training in the skills required of their role in mediating between victims and offenders.

We have invested significantly in the provision of individually supervised reparation in the community, with a directory of over 20 possible placements throughout the county. During 2004 we supervised 1800 hours of reparation. Much of the work undertaken by young people leads them to an accredited module of work requiring them to demonstrate what they have learnt from the experience

**Data:**

<b>KPI: 04/05 actual and % against target (Interventions)</b>	<b>96% against 75% target</b>	<b>KPI: 04/05 actual and % against target (Satisfaction)</b>	<b>96% against 75% target</b>
<b>KPI: 05/06 target</b>	<b>75%</b>	<b>KPI: 05/06 target</b>	<b>75%</b>

**Action plan: Restorative Justice – to maintain our performance we will take the following action:**

Action	Lead	Timescale	Links to Plans / Performance Measures
Information Officer to provide Operational Lead with data from YOIS Report performance against KPI to quarterly performance review meetings	CE JS	A month prior to performance review	Compliance with and Audit of National Standards and KPI and EPQA
Agree level of YOT staff required in Victim & Witness Information Partnership	NN	Aug 2005	
Appoint third reparation practitioner	HW RF	September 2005	
Team Meeting/Workshop timetable 2005/06 to include restorative processes	JS	May 2005	Learning Development Plan/EPQA and performance measures 1,2 & 3
Increase the use of restorative processes to include all court orders including ISSP.	Team Leaders	April 2006	EPQA/performance measures 5
Project Team to continue the implementation of agreed business processes	LC	Complete by August 2005	EPQA
Agree processes to provide in-house training for the restorative conference chairs	RG JS	July 2005	
Attend VIP operational meetings	LC	Monthly	

**ENSURE EQUAL TREATMENT REGARDLESS OF RACE**

**Overview:** *This year is the first year that the Youth Offending Team has had to undertake a standardised audit of young people within the criminal justice system and produce a Race Equality Action Plan to address those issues raised as a result of the audit.*

Young people from black and ethnic minority groups are generally under-represented in comparison to the general population within Warwickshire. For a small number of offences black and mixed parentage young people are over-represented. However, the numbers of these offenders are very small and must therefore be treated with caution.

The Race Equality Audit also considered the Youth Offending Team as an organisation, and work will continue into 2005/06 to ensure that all policies and procedures promote the equality to both service users and members of staff. Staff are recruited as a result of parent agency policies supervision and training is undertaken with YOT.


<b>Action</b>	<b>Lead</b>	<b>Timescale</b>	<b>Links to Plans / Performance Measures</b>
Complete analysis of those offences indicating disproportional representation, by district	Diversity lead	01.10.05	LCJB diversity plan CDRP plans
Complete analysis of those sentences indicating disproportional representation, by district	Diversity lead	01.10.05	LCJB diversity plan CDRP plans
Complete analysis of bail support packages to ensure all young people are receiving equal support from YOT.	Diversity lead	01.10.05	LCJB diversity plan CDRP plans
Audit of YOT policies and procedures to ensure that they promote equality amongst the YOT staff group.	Diversity Lead	31.12.05	Investors in People.



**SECTION F: APPROVAL AND REVIEW SCHEDULE**

**CHIEF OFFICER APPROVAL OF THE  
WARWICKSHIRE YOUTH JUSTICE PLAN 2005-06**

Chief Executive of  
The County Council

Mr Ian Caulfield 

Date... 24 June 2005

Local Education  
Authority

Ms Elizabeth Featherstone 

Date... 23 August 2005

Health Primary Care  
Trust

Ms Anne Heckels 

Date... 28 July 2005

Police Service

Mr Andy Parker 

Date... 18 August 2005

Probation Service

Ms Liz Stafford 

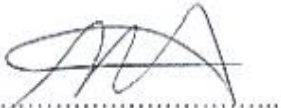
Date... 21 July 2005

Social Services

Mr Chris Hallett 

Date... 28th July 2005

ConneXions

Mr Steve Stewart 

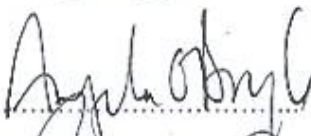
Date... 28 July 2005

Police Authority

Mr Phillip Blundell 


Date... 11 Aug 05

Probation Board

Ms Angela O'Boyle 

Date... 28 July '05

County Council

Cllr. Richard Grant 

Date... 28 July 2005

**Schedule for review of Plan: 2005/06**

Review Date	Reviewer
(i) Performance Review	Head of Service
17 <sup>th</sup> May 2005 9 <sup>th</sup> August 2005 15 <sup>th</sup> November 2005 February 2006	
(ii) Youth Justice Management Board	Youth Justice Management Board
28 <sup>th</sup> July 2005 19 <sup>th</sup> October 2005 January 2006 April 2006	

**APPENDICES**

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- Appendix One (a) Table 25a - Staff Headcount
- Appendix One (b) Staff Roles and Responsibilities
- Appendix Two Organisational chart
- Appendix Three Performance Measures
- Appendix Four Learning and Development Plan (*copy available on request*)
- Appendix Five Race Audit Action Plan (*copy available on request*)

**Table 25a: Staff in the Youth Offending Team (by headcount)**

	Managers Strategic	Managers Operational	Practitioners (FT)	Practitioners (PT)	Administrative	Sessional	Students/ trainees	Volunteer	Total
<b>Permanent</b>	6	5	18	5	16	34	1		
<b>Fixed Term</b>									
	6	5	18	5	16	34	1	38	123
<b>Seconded Social Services</b>	4	5	13		3	34	1		
<b>Seconded Probation</b>			1						
<b>Seconded Police</b>			1						
<b>Seconded Health</b>				4					
<b>Seconded Education</b>			2						
<b>Seconded Connexions</b>				1					
<b>Seconded Other</b>									
<b>Outsourced</b>									
<b>Temporary</b>									
<b>Vacant</b>			4						
<b>TOTAL</b>	6	5	22	5	16	34	1	38	127
<b>Gender/Ethnicity</b>									
<b>White Male</b>		1	7	4	1	16		5	
<b>Black Male</b>			1			3			
<b>Asian Male</b>					1				
<b>Mixed Race Male</b>									
<b>Chinese/Other Male</b>									
<b>White Female</b>	5	4	10	1	14	14	1	32	
<b>Black Female</b>						1			
<b>Asian Female</b>	1							1	
<b>Mixed Race Female</b>									
<b>Chinese/Other Female</b>									
	6	5	18	5	16	34	1	38	123
<b>TOTAL</b>									





**YOT STAFF ROLES AND RESPONSIBILITIES 2005/06**

<b>RECOMMENDED KEY TASKS</b>	<b>EDUCATION</b>	<b>HEALTH</b>	<b>POLICE</b>	<b>PROBATION</b>	<b>SOCIAL WORKERS</b>	<b>YOT PRACTITIONERS</b>	<b>SUBSTANCE MISUSE</b>	<b>CONNEXIONS</b>
Action Plan Orders	/	/	/	X	X	X	/	/
Appropriate Adult	/	•	•	X	X	X	/	•
AQA/ASDAN	X	•	/	/	/	/	/	•
ASBO/ISO	/	/	/	X	X	/	/	/
ASSET 1	X	/	X	X	X	X	X	/
ASSET 2 Assess of Risk	/	/	X	X	X	X	X	/
ASSET 2 Mgt. Of risk	/	/	/	X	X	/	/	/
Bail support	/	/	/	X	X	X	/	/
Breach Proceedings	/	•	/	X	X	X	/	•
Community Punishment & Rehabilitation Orders	/	/	•	X	X	•	•	/
Community Rehabilitation Orders	/	/	•	X	X	•	/	/
Court Duty	/	•	/	X	X	/	•	•
Court Reports	X	/	•	X	X	X	X	/
C & D Strategies	/	/	/	/	/	/	/	/
DTO/Licence	/	/	/	X	X	/	/	/
DTTO	•	/	•	X	/	•	/	•
Final Warnings	/	/	X	X	/	X	/	/
Group Work	X	X	X	X	X	X	X	X
ISSP	/	/	/	X	X	/	/	/
LAC/Remand To LAA	/	/	•	/	X	/	/	•
Motor Groups	X	/	/	/	/	/	/	/
Office Duty	/	•	•	X	X	X	/	•
Other Reports	X	X	X	X	X	X	X	X
Parenting Assessment	X	/	X	X	X	X	X	•
Parenting Groups	X	/	/	/	/	/	X	•
Parenting Orders	X	/	•	X	X	X	/	•
PPO	/	/	/	X	X	/	/	/
Referral Orders	/	/	X	X	X	X	/	/
Restorative Justice – Mediation	/	/	X	X	X	X	/	•
Restorative Justice – Conferencing	/	/	X	X	X	X	/	/
High Risk -Management	/	/	•	X	X	/	/	•

• No involvement

/ Contribution

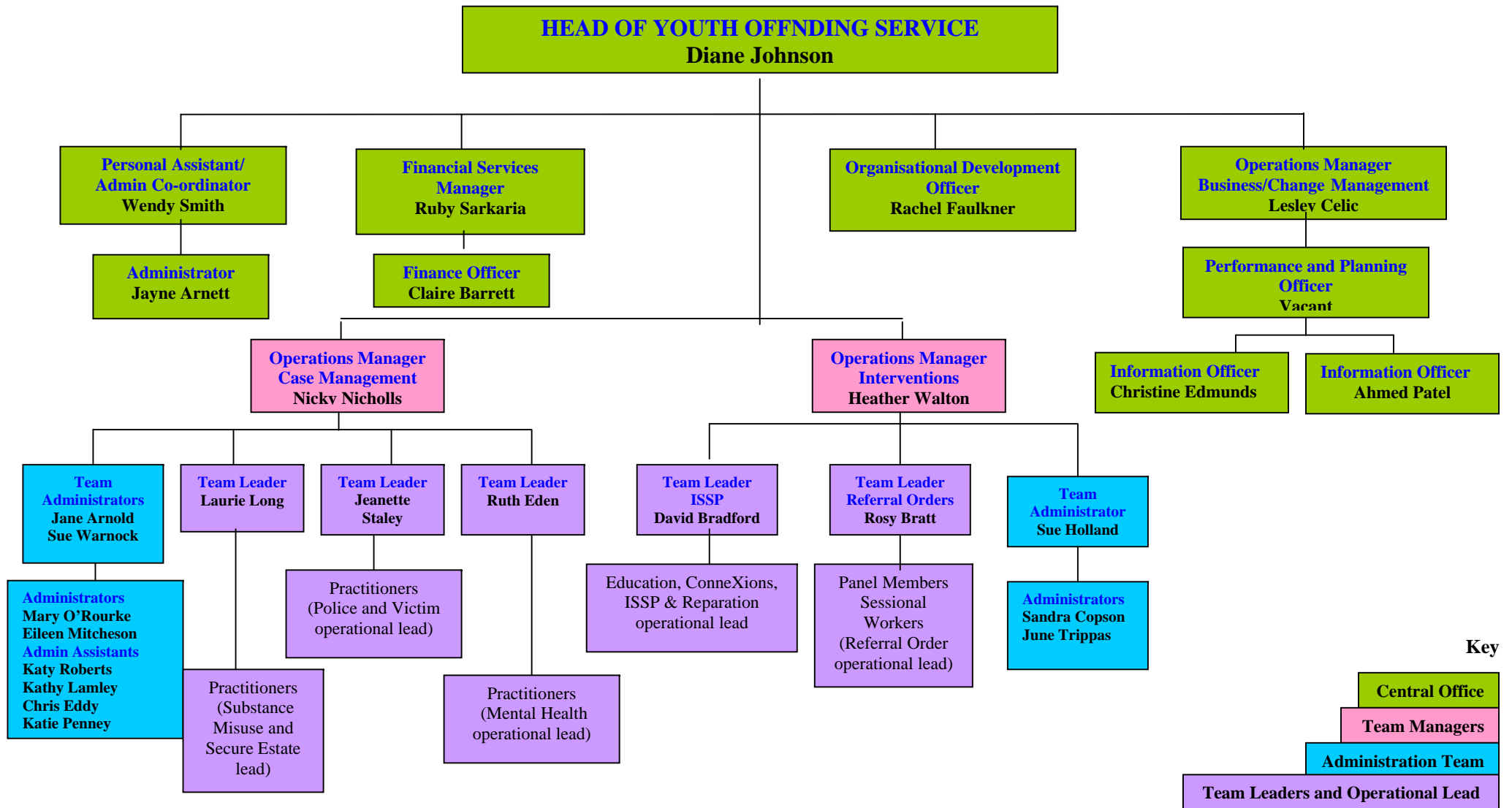
X Full responsibility

<b>RECOMMENDED KEY TASKS</b>	<b>EDUCATION</b>	<b>HEALTH</b>	<b>POLICE</b>	<b>PROBATION</b>	<b>SOCIAL WORKERS</b>	<b>YOT PRACTITIONERS</b>	<b>SUBSTANCE MISUSE</b>	<b>CONNEXIONS</b>
Rehab/detox assessment	/	/	/	/	/	/	X	•
Reparation Orders	/	•	•	/	/	X	/	/
Reparation Community Placement – Identification and Placement	•	•	•	•	•	X	•	•
Reparation - Direct	•	•	•	•	•	X	•	•
Secure Remand	/	/	/	/	X	/	/	•
SQIFA	/	/	X	X	X	X	X	/
SIFA	•	X	•	•	•	•	•	•
Supervision Orders	/	/	/	X	X	/	/	/
Supervision of Sessional Workers	•	•	•	X	X	X	•	•
Third-Party Contact	X	X	X	X	X	X	X	X
Training Delivery	X	X	X	X	X	/	X	X
Victim Assessment	•	•	X	•	•	X	•	•

- No involvement                      / Contribution                      X Full responsibility

Whilst these key tasks are agreed as core tasks of the relevant agency they are open to variation subject to evidence of relevant competencies and Training.

## YOUTH OFFENDING TEAM STRUCTURE





## PERFORMANCE MEASURES 2001 - 2004

## Appendix Three

**KPIs**

Below please provide historical data against the KPIs associated with the themes. Those areas with an \* are subject to local negotiation with regional managers.

Theme and measure	2001 baseline	2002 outturn	2003 outturn	2004/05 outturn	2005/06 target
<b>Preventing offending and minimising the use of custody</b>					
<b>Prevent offending*</b> At least 200 young people are identified and targeted for support each year <b>New Target for 05/06:</b> Reduce year on year the number of first time entrants to the youth justice system by identifying children and young people at risk of offending or involvement in anti-social behaviour through a YISP or other evidence-based targeted means of intervention designed to reduce those risks and strengthen protective factors as demonstrated by using ONSET or other effective means of assessment and monitoring				237	<b>NEW TARGET</b> Reduce number of first time entrants into the youth justice system by 5% - 2004 baseline = 780 young people target 05 = 741 young people
<b>Intervene early:</b> Ensure that proportion of final warnings supported by interventions remains constant at 80%	62.5%	73.0%	84.0%	82.0%	80
<b>Provide intensive supervision in the community</b>					
<b>Reduce the use of custody*</b> Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional / unconditional bail) to 30%:	48.0%	68.0%	49.0%	56.0%	30
Reduce the number of custodial sentences as proportion of all court disposals to 6%	8.6%	8.5%	3.7%	4.7%	6

Theme and measure	2001 baseline	2002 outturn	2003 outturn	2004/05 outturn	2005/06 target
<b>Reduce re-offending*</b> By Dec 2004 achieve a 5% reduction based on 2000 cohort compared with 2001 after 24 months In Dec 2005 achieve a reduction of 5% based on 2001 cohort compared with 2002 after 24 months	<b>2000 cohort % reoffending after 24 months</b>	<b>2001 cohort % reoffending after 24 months</b>	<b>2002 cohort % reoffending after 24 months</b>	<b>2003 cohort % reoffending after 24 months</b>	<b>2004/5 cohort (number Oct / Dec)</b>
Pre-court	25.9%	32.4%	36.8%		Reduction of 5%
First tier penalties	53.6%	59.6%	74.2%		Reduction of 5%
Community penalties	78%	75%	80%		Reduction of 5%
Custody	77.7%	75%	80%		Reduction of 5%
<b>Ensure the swift administration of justice:</b> Ensure that 90% of pre-sentence reports are submitted within <b>10 days for PYOs</b>	36%	67%	70%	85%	90
Ensure that 90% of pre-sentence reports are submitted within <b>15 days for general offenders</b>	76%	76%	94%	88%	90
<b>Achieving improved outcomes for children and young people who offend</b>					
<b>Ensure effective and rigorous assessment, planning and supervision</b> Ensure that 100% of assessments for <b>community disposals</b> are completed at <b>assessment</b> stage		72%	84%	88%	100
Ensure that 100% of assessments <b>community disposals</b> are completed at <b>closure</b> stage		53%	83%	93%	100
Ensure that 100% of assessments for <b>custodial sentences</b> are completed at <b>assessment</b> stage		71%	95%	96%	100
Ensure that 100% of assessments for <b>custodial sentences</b> are completed at <b>transfer</b> stage		88%	96%	100%	100
Ensure that 100% of assessments for <b>custodial sentences</b> are completed at <b>closure</b> stage		53%	91%	94%	100
Ensure that all <b>initial training plans</b> are drawn up within <b>10</b> working days of sentences being passed	58%	72%	92%	89.6%	100

Theme and measure	2001 baseline	2002 outturn	2003 outturn	2004/05 outturn	2005/06 target
<b>Support young people engaging in education, training and employment:</b> Ensure that 90% of young offenders who are supervised by the Yot are either in full-time education, training or employment	50%	53%	57.8%	62%	90
<b>Support access to substance misuse services:</b> Ensure that all young people are screened for substance misuse				100%	100
Ensure that all young people with identified needs receive appropriate specialist assessment within 5 working days				100%	100
Ensure that all young people access the early intervention and treatment services they require within 10 working days				89%	100
<b>Support access to mental health services:</b> Ensure that all young people who are assessed by ASSET as manifesting <b>acute mental health</b> difficulties to be referred by YOTs to the CAMHS for a formal assessment commencing within five working days of the receipt of the referral with a view to their accessing a tier 3 service based on this assessment		100%	100%	100%	100
Ensure that all young people who are assessed by ASSET as manifesting <b>non-acute mental health concerns</b> to be referred by the YOT for an assessment and engagement by the appropriate CAMHS tier (1-3) commenced within 15 working days		100%	100%	100%	100
<b>Support access to appropriate accommodation</b> Ensure that all Yots have a named accommodation officer and that 100% of young people subject to final warnings with intervention, relevant community based penalties or on release from the secure estate have suitable accommodation to go to			96%	93%	100
<b>Support resettlement into the community</b>					
<b>Support parenting interventions</b> Ensure that 10% of young people with final warnings supported by intervention and community based penalties receive a parenting intervention				2.7%	10



Theme and measure	2001 baseline	2002 outturn	2003 outturn	2004/05 outturn	2005/06 target
Ensure that 75 % of parents participating in a parenting intervention are satisfied				100%	75
<b>Provide effective restorative justice services:</b> Ensure that 75% of victims of youth crime referred to Yots are offered the opportunity to participate in a restorative process				96%	75
Ensure that 75% of victims are satisfied				96%	75
<b>Ensure equal treatment regardless of race</b> All YOTs to have an action plan in place to ensure that any difference between the ethnic composition of offenders on all pre-court and post-court disposals and the ethnic composition of the local community is reduced year-on-year					

**EPOA**

Theme and measure	Initial score	Predicted score	Actual score
<b>Preventing offending and minimising the use of custody</b>			
<b>Prevention:</b> post 07			
<b>Early intervention:</b> Final warning interventions	2	3	
<b>Intensive supervision:</b> ISSP post 07			
<b>Managing demand for custody: Remand management</b> 05 – 07 or 06 – 08			
<b>Swift administration of justice:</b> post 07			
<b>Achieving improved outcomes for children and young people who offend</b>			
<b>Restorative justice and victims</b>			
<b>Race</b>			
<b>Recidivism (n/a)</b>			
<b>Assessment, planning interventions and supervision</b>	2	3	
<b>Education, training and employment</b>	2	3	
<b>Substance misuse:</b> 05 – 07 or 06 – 08			
<b>Mental health:</b> 05 – 07 or 06 – 08			
<b>Accommodation (n/a)</b>			
<b>Resettlement:</b> 05 – 07			
<b>Parenting</b>	1	2	

**Appendix Four**

**Learning And Development Plan**

Available on Request from Warwickshire YOT

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**Appendix Five**

**Race and Audit Action Plan**

Available on Request from Warwickshire YOT

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