

AGENDA MANAGEMENT SHEET

Name of Committee **Children, Young People and Families Overview and Scrutiny Committee**

Date of Committee **27th June 2007**

Report Title **Warwickshire Youth Justice Plan**

Summary This report introduces the objectives of the annual Youth Justice Plan. The Committee is asked to scrutinise the Youth Justice Plan and ensure it meets the needs of young people, victims and communities in Warwickshire. It is also asked to support the recommendation for Cabinet to endorse the Plan.

For further information please contact: Diane Johnson
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Would the recommended decision be contrary to the Budget and Policy Framework? [please identify relevant plan/budget provision] No

Background papers Youth Justice Plan 2007/08

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

Other Committees

Local Member(s)

Other Elected Members For information:
Cllr Heather Timms
Cllr Richard Grant – *“agree for scrutiny by the Committee”*
Cllr John Whitehouse – *“noted”*

Cabinet Member For information:
Cllr Richard Hobbs – *“report noted”*

- Other Cabinet Members consulted For information:
Cllr Izzi Seccombe
Cllr John Burton
- Chief Executive
- Legal Victoria Gould / Sarah Duxbury – comments incorporated in the report
- Finance
- Other Strategic Directors William Brown, Strategic Director for Community Protection and County Fire Officer
- District Councils Members of WCS / DAAT / YJMB Partnership
- Health Authority Colin Merker, Director, Coventry & Warwickshire Partnership NHS Trust
- Police Assistant Chief Constable Bill Holland
- Other Bodies/Individuals Liz Stafford, Chief Officer, Warwickshire Probation
Steve Stewart, Executive Director, Connexions
Local Criminal Justice Board
Michelle McHugh, Scrutiny Officer

FINAL DECISION **NO**

SUGGESTED NEXT STEPS:

Details to be specified

- Further consideration by this Committee
- To Council 11th September 2007
- To Cabinet 19th July 2007
- To an O & S Committee
- To an Area Committee
- Further Consultation

**Children, Young People and Families Overview and
Scrutiny Committee – 27th June 2007**

Warwickshire Youth Justice Plan

**Report of the Strategic Director for Children,
Young People and Families**

Recommendation:

- (1) That the Committee comments upon the content of the Youth Justice Plan and whether it meets the County Council's objectives of reducing youth offending and meeting its responsibilities to young people, families, victims, communities and criminal justice partners.
- (2) That the Committee recommends the Youth Justice Plan 2007/08 be endorsed by Cabinet prior to adoption by the County Council.

1. Purpose of the report

This report summarises the Youth Justice Plan 2007/08 (attached as **Appendix A**) and gives a background to the work of the Youth Offending Service.

2. Background

- 2.1 Warwickshire's Youth Justice Plan covers the period April 2007 to March 2008. It is designed to report on performance against indicators published by the Youth Justice Board for England and Wales.
- 2.2 Increasingly, Youth Offending Service (YOS) targets are incorporated into or other service or strategic plans and performance is reported accordingly. Cross-reference of YOS targets to the Every Child Matters outcomes framework can be found in Appendix D of the Plan.
- 2.3 A performance improvement plan, incorporating a range of performance frameworks, is held electronically and is available on request. All aspects are monitored quarterly by the Head of Service, with exception reports presented to the Warwickshire Community Safety / DAAT / Youth Justice Partnership

(shortly to become the Warwickshire Safer Communities Partnership under the new Local Area Agreement arrangements).

- 2.4 The Youth Justice Board is an inter-departmental body which advises the Ministry of Justice on youth justice matters, monitors national performance and contributes £778,000 of ring-fenced funding to Warwickshire's Youth Offending Service.

3. The Youth Offending Service (YOS)

- 3.1 Warwickshire YOS comprises 62 full-time staff from 8 professions. In addition we employ 26 sessional staff and rely on up to 40 volunteers to undertake the specific role of Volunteer Panel Member.
- 3.2 The Service works out of three locations – Leamington Spa, Rugby and the Justice Centre, Nuneaton.
- 3.3 At any one time a caseload of about 280 young people is held, all of whom will be subject to either a Police Final Warning, court order or custodial sentence for offences ranging from relatively minor offences, to serious offences of violence or sexual offending.
- 3.4 Following referral to YOS 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.
- 3.5 Interventions aim to reduce the likelihood of further offending – family work and work with parents, supporting education plans, treating mental health problems, addressing substance or alcohol misuse, mediation with victims, arranging and supervising reparation, supporting independent living, supporting training and employment opportunities.
- 3.6 The contract of work is undertaken within the scope of the court order, which will last between three months and three years. Non-compliance results in breach proceedings with young people being taken back to court to be made accountable for their non-compliance.
- 3.7 Victims of youth crime are contacted and invited to participate in a restorative process. This could involve 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.
- 3.8 With a new YJB grant and working in partnership with the Children's Fund we have employed 3 parenting staff during 2006 and offer a range of individual and group support services for parents of young offenders.

4. Youth Justice Plan Summary

4.1 Data

4.1.1 During 2006, 1,200 young people aged 10-17 in Warwickshire were notified to the Youth Offending Service in relation to 2,290 crimes. 783 of these young people received a Police reprimand or final warning with the remainder appearing in court (see page 6 of the YJ Plan for further analysis). This rise in offences dealt with by the Police resulted in an increase of 225 (23%) young people in the youth justice system.

4.1.2 1,200 young people equates to 2.2% of the 10-17 year old population of Warwickshire.

4.1.3 The pattern of offences in 2006 remains fairly consistent with previous years:

	<u>2006</u>	<u>2005</u>
Violence	22.6% (518 offences)	23%
Theft	17.7% (406 offences)	17%
Criminal damage	16.0% (370 offences)	17%
Motoring offences	14.5% (332 offences)	16%
Public order	10.7% (245 offences)	10%

4.1.4 Sanctioned detections of domestic burglary (70) and vehicle theft (72) committed by young people have not increased during 2006.

4.1.5 Of the 1,200 young people notified, 904 (77.3%) were male and 296 (22.7%) were female. This indicates an increase of 32% in the number of girls in the system compared with 2005 when there were 223.

4.1.6 Page 44 of the YJ Plan gives details of an increase in the proportion of young people from BME groups within the youth justice system. Further analysis is being undertaken to better understand the implications of this concerning trend.

4.2 Performance summary

4.2.1 A summary of performance in 2006 against nationally set KPIs can be found on page 7 of the Youth Justice Plan. Overall performance assessed by the YJB using a "basket of measures" is Level 3 out of a 1-5 scale. We are striving to raise overall performance to Level 4 during 2007/08.

4.2.2 National data sets used for our recent APA submission put Warwickshire's continued reduction in re-offending (40%) significantly ahead of its statistical neighbours (51.6%) and England and Wales (49.7%). This data set is based on offending after 24 months – data in the Youth Justice Plan reflects re-offending after 12 months at a rate of 43%.

4.2.3 Exceptions to meeting national targets are in the use of custodial remands; education, training and employment; and the timeliness of case planning meetings for those sentenced to custody.

- 4.2.4 Comment on reasons for these areas of poor performance and how improvements will be made can be found on pages 33, 35 and 36 of the Plan.
- 4.2.5 Working with other criminal justice agencies, the Youth Offending Service has continued to meet the national target of reducing delays in the time from arrest to sentence of 71 days or less.

4.3 Priorities for 2007/08

4.3.1 Key objectives for the forthcoming year will support preparation for the YOS Inspection in April 2008 and the JAR in June/July 2008:

- Improve access to education, training and employment for young people.
- Increase the use of restorative justice processes and involvement of victims where appropriate.
- Recruit and train volunteers to undertake the role of “appropriate adult”.
- Identify accommodation needs of young offenders and, together with Supporting People, Leaving Care and Teenage Pregnancy Teams, develop models of supporting vulnerable young people in independent living arrangements.
- Analyse the increase in BME young people in the youth justice system and consult relevant groups about how to tackle this.
- Consult users of our services to inform service developments.
- Analyse the outcomes of interventions and programmes to inform “what works” in preventing re-offending.
- Analyse the incidence of offending by looked after young people and agreement of any necessary actions to ensure that responses to looked after young people who offend are appropriate.
- Contribute to the development of Targeted Youth Support services in Warwickshire.

4.3.2 In addition, we will continue to promote learning and development for YOS staff to ensure that they are equipped to undertake accurate and robust assessment of need, plan and deliver targeted interventions and monitor outcomes of their work.

5. Conclusion

5.1 A continued reduction in re-offending rates based on a 24-month period reflects the overall effectiveness of the Youth Offending Service interventions.

5.2 The Education, Training and Employment (ETE) target is improving, particularly amongst those of school age. We know that performance in 2007 continues to improve (61% overall 10-17 years) with 71% of school-aged children in appropriate levels of education at the end of their supervision by the YOS. Performance for those over 16 years is less than 60%. Concern about those not in education, training or employment is shared by the Local Authority,

Connexions and the LSC and we continue to work in partnership to tackle the obstacles in meeting this target. It is unacceptable for so many young people in the criminal justice system, for whatever reason, to be adrift from learning opportunities.

- 5.3 Demand on resources has increased over the past twelve months and the capacity to manage court orders and deliver to the standard required becomes increasingly difficult. Deployment of resources is regularly reviewed to ensure that they are used to greatest effect.
- 5.4 Analysis of the 34 young people who received a custodial sentence in 2006 is being undertaken looking at their offending history, ethnicity, education history and looked after status. Some concerning features about the complexity of needs amongst this group are being identified. For example, we know that nine had statements of special educational needs and a significant number had been identified as having learning needs but these had not been formally assessed. 15% were from BME groups. Most had entered the youth justice system at an earlier age than average, at 11,12 or 13 years and some had been Looked After by the Local Authority. We also know that between them, these 34 young people had been responsible for approximately 1,200 crimes over a number of years. We intend to use this information to inform and work with key partners, particularly in the Children, Young People and Families Directorate, to ensure that any identified gaps in communication or service provision for young people, such as these with particularly complex needs, are addressed.
- 5.5 We will continue to examine the quality of our work with young people, parents, victims and courts during our preparation for the YOS inspection anticipated in April 2008 and seek to demonstrate a wide range of positive outcomes for all groups as the result of our work.

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15th June 2007

Warwickshire

Youth Justice Plan

April 2007 - March 2008

Funding Partners:

- ❖ Warwickshire County Council, Children, Young People & Families Directorate
- ❖ Youth Justice Board for England and Wales
- ❖ Warwickshire Police
- ❖ Coventry & Warwickshire Partnership NHS Trust
- ❖ National Probation Service : Warwickshire Area
- ❖ Coventry, Solihull & Warwickshire Partnership & Connexions
- ❖ Learning and Skills Council

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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 Services to set out their plans for service delivery against the YJB's Performance Management Framework for YOSs.

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

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

At a local level, the Youth Justice Plan is increasingly a working document for the Youth Offending Service and related management groups, with strategic links being identified through partnership plans such as the Local Area Agreement (LAA), Children and Young People's Plan (CYPP), the Local Criminal Justice Board's (LCJB) Delivery Plan, etc.

Cross reference of YOS targets to Every Child Matters (ECM) outcomes framework can be found in Appendix D.

SECTION A: SUMMARY OF PERFORMANCE JAN-DEC 2006

- Re-offending in tiers 1 and tier 2 (community sentences) reduced against 2005*
- Number of young people “entering the youth justice system for the first time” – **increased** by 25% against 2005
- Youth crime as a percentage of all sanctioned police detections was 25.73% compared with 18% in 2005

1200 young people are known to have committed 2290 criminal offences in 2006. This reflects an increase of 23% in the total number of young people notified to YOS.

*** Based on a random cohort identified annually by the YJB – not necessarily representative of all young people known to YOS.**

Measure 1 – Prevention

Target: *Reduce first time entrants into 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 on targeted means of intervention designed to reduce those risks and strengthen protective factors..*

	2001	2004	2005	2006
New entrants into the youth justice system				
Reprimands, final warnings	N/k	562	545	683
First time to court	N/k	85	82	100
Total		657	627	783
Total number of young people in the youth justice system (pre-court + court)	1028	961	975	1200
Offences committed – excluding breach of court order	2169	1842	1868	2290

There has been a 25% increase in the number of young people entering the youth justice system “for the first time”. Of the 783 young people involved, 683 were subject either to a Police reprimand or final warning and 100 were charged straight to court. For a more detailed analysis see page 29.

Measure 2 - Recidivism

Target: *Achieve a 5% reduction in the re-offending rate for 2006/07 when compared with 2002/03 with respect to each of the following four populations:*

	Outturn 2003 Cohort from 2002 tracked forward 12 months	Outturn 2006 Cohort from 2005 tracked forward 12 months
Pre-Court	22 %	26 %
Tier 1 Community Penalties	59 %	53 %
Tier 2 Community Penalties	69 %	68 %
Custody	50 %	75 %
Overall	39 %	(target 37%) 43 %

Improved sharing of information between YOS, police and other community agencies has helped to increase detection rates which in turn affects re-offending rates. Although the overall rate has

WARWICKSHIRE YOUTH JUSTICE PLAN 2007 - 2008

increased this is mainly due to an increase in the release from custody re-offending rate, relating to the behaviour of one young person. The main area in which re-offending has reduced is in "community penalties" where YOS has the largest influence, through the management of court orders.

A summary of performance in the remaining measures shows:

Measure	Target for 2006/07	2004 outturn	2005 outturn	2006 outturn	Status 2006
Final Warnings supported by a YOS intervention	100%	82%	65%	100%	GREEN (9 month output)
Use of custody – remand sentences	30% or less 5% or less	56% 4.7%	49% 5.6%	50.76% 4.47%	RED GREEN
Victims offered a restorative process	75%	96%	90%	90%	GREEN
Satisfaction of victims in YOS process	75%	96%	96%	100%	GREEN
Parents given individual support/satisfied	10% 75%	3%	14% 100%	9.3% 100%	AMBER GREEN
Assessments completed within timescales	100%	94%	98%	99.4%	GREEN
PSRs submitted within timescales	90%	86%	100%	95%	GREEN
DTO plans agreed within timescale	100%	89%	82%	65.5%	RED
Young people in full-time education, training or employment (ETE)	90%	62%	50%	55%	RED
Young people in suitable accommodation	100%	93%	96%	96.5%	GREEN
Young people accessing appropriate mental health services within timescales	100%	100%	100%	91%	AMBER
Young people screened for substance misuse and treated within timescales	100%	96%	100%	97.5%	GREEN

Red – off track, significant corrective action required to deliver on target

Amber – off track by less than 10%; minimal corrective action required to deliver on target

Green – on track within 5%

Assessment of Risk Factors

Aggregated assessment information during 2006 tells us that the two most prevalent risk factors at all stages of the youth justice system were "Thinking and Behaviour" and "Lifestyle". This has been the trend over the last 4 years and indicates a continued need to provide offending behaviour programmes to address the apparent lack of thought young people give to the consequences of their behaviour, and the relative chaos of their day to day living.

"Family and personal relationships" featured quite highly in all stages and through our new parenting service we aim to continue to address this risk at all stages of the service.

Perhaps unsurprisingly, the mean average ASSET score, indicating overall need, increased at each stage of the criminal justice system. At the Final Warning stage the mean average was 0.29 rising to 2.36 for those young people subject to the Intensive Supervision and Surveillance Programme (ISSP).

We aim to improve our services continuously and provide the relevant intervention programmes to reduce the risks identified. By SMART planning and working closely with our partner agencies we aim to tackle all risk factors to give the best opportunity for young people to reach their potential and enjoy the benefits of being fully included in their community.

Effective Practice Quality Assurance Audit (EPQA)

During 2006 we undertook two quality assurance audits within the Youth Justice Board's effective practice framework. The practice areas were Remand Management and Substance Misuse. We achieved a score of 2 (0-3) in Remand Management and 3 in Substance Misuse. Agreed improvement plans now form part of our overarching performance management framework.

Key Achievements 2006

Developments during 2006 have been mainly driven by structural changes within all partner agencies and in particular the County Council. This led to YOS joining the Division for Young People within the new Children, Young People and Families Directorate, together with the Youth Service, Positive about Young People, Teenage Pregnancy and Health Team and Connexions.

Key operational developments during 2006 were based on the implementation of prevention work, funded by the YJB. This was split into 3 main categories:

- Parenting support in conjunction with the Children's Fund and as part of a countywide parenting strategy led by the Children, Young People and Families Directorate.
- Commissioning of targeted support to young people aged 14-17 in Nuneaton and Bedworth District.
- Provision of consistent and robust attendance at all anti-social behaviour forums, PPO and Police NIMs meetings to enhance information sharing and provision of targeted support.

Key Objectives 2007/08

- YOS will contribute to Warwickshire's LAA in reducing re-offending, engaging victims in restorative processes and providing support to parents and carers.
- We will support Police priorities in protecting communities from serious harm or loss.
- Funded by the YJB, YOS will contribute to multi-agency plans to tackle anti-social behaviour.
- Working with others in the County Council we will contribute to Warwickshire's Children and Young People's Plan objectives of improving outcomes for children and young people, and the development of targeted youth support.
- We will develop our use of volunteers to undertake the role of Appropriate Adult in Police interviews with young people.
- In anticipation of predicted legislation we will work with the Police and other services to develop strategies for alternative, more robust responses to some young people whose behaviour would otherwise be criminalised, with no response other than a police reprimand.
- Continuous service improvements through the analysis of the views of service users; the incidence of offending by looked after children; the gender, age and ethnicity of young people in the youth justice system and outcomes of interventions.

The Warwickshire Community Safety Partnership, Drug and Alcohol Action Team & Youth Justice Partnership Board

"Despite the significant pace of change for all partners of the Youth Offending Service, their commitment and support of our aims and responsibilities has enabled the continued delivery of effective services.

It is disappointing that there has been a 25% increase in the numbers of young people entering the criminal justice system "for the first time", often for behaviour that might otherwise be dealt with through restorative or other responses. However, we are pleased that the prevention work provided by a range of agencies for younger children has meant that there continues to be relatively few 10-13 year olds who feature in the court system.

Changes within Warwickshire County Council have led to the Youth Offending Service being strategically positioned with other services for young people, such as the Youth Service, Positive about Young People, Teenage Pregnancy and Health Team, Connexions and Voluntary Youth services. These services make up the Division for Young People, which will lead the county on the development of Targeted Youth Support, the aims of which fully support our agenda to divert young people from anti-social behaviour and crime.

The LAA will be implemented in Warwickshire from April 2007 with the Youth Offending Service making a contribution to both the Safer Communities and the Children and Families blocks. We look forward to the closer relationship between all those with a part to play in crime prevention and community safety through this and other new working arrangements.

A new Strategic Partnership, of which the Youth Justice Management Board is part, will oversee these arrangements, which will bring new opportunities for the Youth Offending Service to work with District and Borough Councils and others who have not previously taken a strategic role in the YOS partnership.

Our thanks go to all members of the Youth Offending Service for their hard work and commitment to the young people, families and the victims they work with. The agenda for 2007/08 is challenging and the Partnership Board will endeavour to support the YOS in meeting its ambitions".

William Brown - Chairman

SECTION B: LOCAL PLANNING ENVIRONMENT

Planning opportunities to enable YOS to meet its responsibilities within children's services, community safety and crime reduction are well balanced in Warwickshire.

Warwickshire YOS benefits from being part of a Criminal Justice Area, which is co-terminus with several 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 we are able to work together to understand their relationship and ensure that our work is complementary. The co-location of YOS with other criminal justice agencies in the Nuneaton Justice Centre is a tangible example of effective joint working.

Our service is now fully integrated into Warwickshire County Council's **Children, Young People and Families Directorate**, taking an active role in the Division for Young People and the wider Every Child Matters objective of improving outcomes for all children and young people.

Within the framework of the Persistent and Other Priority Offenders strategy we are able to define our joint priorities 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 young offenders.

In addition to this formal partnership with CDRPs, YOS is also a member of Warwickshire's **Community Safety, DAAT and Youth Justice Partnership**, which is also the body responsible for monitoring the Safer Communities block of the LAA.

YOS is a full member of the **Multi-Agency Public Protection Arrangements (MAPPA)** and **Warwickshire Safeguarding Children Board**.

SECTION C: DRIVERS OF PERFORMANCE

C.1 GOVERNANCE AND LEADERSHIP

The YOS is locally accountable to the Warwickshire Community Safety/DAAT/Youth Justice Partnership Board. The Board meets quarterly, Chaired by the Strategic Director of Community Protection and County Fire Officer of Warwickshire County Council. The Board regularly receives YOS performance and budget reports. In addition to this Board, one of 3 sub-groups of the Partnership, the Youth Justice Management Group, comprises senior managers of a wide range of organisations concerned with the prevention of youth crime and anti-social behaviour.

The Head of the Youth Offending Service reports to the Head of Services, Division for Young People within the new County Council Directorate for Children, Young People and Families.

Service objective of reducing offending contributes to Warwickshire's Local Area Agreement to be implemented in April 2007, and to LPSA2, performance of which is monitored through the Partnership.

Contribution to the Local Criminal Justice Board's targets of reducing delays and improving confidence in the criminal justice system is managed through the Board's accountability to the National Criminal Justice Board.

YOS targets also contribute to a number of local strategic plans, such as the Children and Young People's Plan, Young Person's Substance Misuse Plan, the Policing Plan, CAMHS strategy, CDRP strategies, etc and these all have established reporting links between YOS and partners.

Table A: Composition of Youth Justice Partnership Board

Name	Agency Representing	Post in Agency	Ethnicity	Gender
William Brown	Warwickshire Community Safety Partnership, Drug and Alcohol Action Team & Youth Justice Partnership Board	Chairman		M
Marion Davis	Children, Young People & Families Directorate - WCC	Strategic Director		F
Bill Holland	Warwickshire Police	Assistant Chief Constable		M
Liz Stafford	National Probation Service: Warwickshire	Chief Officer		F
Steve Stewart	Coventry, Solihull & Warwickshire Partnership & Connexions	Executive Director		M
Colin Merker	Coventry & Warwickshire Partnership NHS Trust	Director		M

C.2 PERFORMANCE AND QUALITY SYSTEMS

There is a strong performance management culture within YOS 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.

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. As part of the quarterly performance monitoring process improvement plans are reviewed for progress. During the last quarter of 2006 this has included a self validation of services provided using the YJB Prevention grant.

YOS performance is reported regularly to the Youth Justice Management Board by the Head of Service. YOS performance is also reported against LCJB and other delivery plans.

Data Validation

Validation of data is achieved in a number of ways. For example, validation of information supplied by young people is undertaken by practitioners, using information from other agencies and IT systems. This information is then further validated by managers through gatekeeping processes. Information from other agencies will also be checked for accuracy, using the different IT systems available to us.

Data cleansing

This is an essential task to ensure that data is accurately and speedily recorded. This is undertaken on a regular basis by the Information Officer; where inaccuracies are identified, those responsible are notified and asked to correct the information.

Monitoring

A number of quality assurance monitoring processes are undertaken regularly, these include line management scrutiny of YOIS inputting, case management supervision arrangements such as "dip sampling" and quality assurance of pre-sentence and panel reports. In an effort to provide routine to these, and management oversight of work not completed efficiently, or effectively, reporting tools have now been adopted which provide the senior management team with oversight of problem areas.

Supervision & Appraisal

As well as an aid to practice development, supervision is also used to monitor quality of practice and recording. Where recurring inaccuracies are identified which are attributed to an individual, this is discussed and planning for improvement is undertaken. If necessary, further training is arranged and regular monitoring of improvement undertaken. Where no further training is required an action plan is created with timescales for completion and this may form part of a person's objective setting in appraisal. As achievers of Investors in People an individual's appraisal objectives are closely linked with the team's aim of providing a high quality service.

C.3 RESOURCES

C3a FINANCIAL RESOURCES

Financial resources available to YOS are as set out in table A2 below. Warwickshire YOS is almost entirely dependent on partnership and YJB funding as it rarely meets the criteria for external funding bids.

The service has expanded and developed a range of multi-agency interventions for children, parents, carers and victims, with several of these being entirely funded by YJB grants.

As a demand-led service and one that is required to deliver its services to exacting national standards, YOS is vulnerable to fluctuations in demand. For example, any increase in the use of secure remands for under 16 year olds or an increase in the use of reparation in court orders, has a considerable impact on the budget.

The County Council has requested a full review of the partnership funding arrangements during 2007/08. Current funding does not reflect the national or regional average for partnership shares and this will be reviewed through this process.

Tables below do not reflect the Service Level Agreement between the County Council and Barnardos for the provision of remand fostering placements.

Table A1: Estimated cost of Services planned for the financial year 2007 – 2008

Core Activity	Budget expenditure (£)
Prevention services	242,217
PACE Services	45,000
Pre-court services	90,000
Court-based services	110,000
Remand services	90,944
Community-based services	1,789,737
Through care/after care (including RAP)	70,944
Other orders	11,000
Total:	2,449,842

Table A2: Youth Offending Team Budget Financial Year 2007-2008 – Sources

Agency	Staffing Costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Police	95,920		31,547	127,467
Probation	75,707		77,293	153,000
Social Services				
Education	800,914		374,192	1,175,106
Health (from Table A2b)*	88,674			88,674
Local Authority Chief Executive				
Additional Funding (from Table A2a)	752,539		153,056	905,595
Total	1,813,754		636,088	2,449,842

Table A2a: Additional sources of income

Additional source	Amount (£)
Children's Fund	27,000
ETE OLASS (LSC)	36,692
Youth Justice Board	778,570
LPSA2	48,333
Connexions	15,000
Total (for inclusion in Table A2)	905,595

Table A2b: Health service contributions to the Youth Offending Teams

Health contribution: Funding source	Amount (£)
Source 1: Coventry & Warwickshire Partnership Trust	88,674
Total (for inclusion in Table A2)	88,674

Table A2c: Probation contributions to the Youth Offending Teams

Cash Contribution £	Payments in kind*1 excluding staffing		Payment in Kind (Staffing*2)		Total (£)
(a)	Specify Items (b)	Cash Value £ (c)	Specify grade and number (d)	Cash Value including on costs £ (e)	(f) (a+c+e)
153,000					153,000

C3b PROGRAMME RESOURCES

Programme resources to tackle identified risk factors continue to be developed both within YOS and with partner agencies.

We strive for our work to be sensitive to the racial, cultural, linguistic and religious identity of those we work with.

Restorative Justice

Two YOS practitioners are based in the multi-agency Warwickshire Victim and Witness Information Partnership. They work closely with case managers and reparation staff to ensure that victims of crimes committed by young people receive a prompt and appropriate service.

Video Conferencing facilities are available to facilitate restorative processes in the community and the secure estate.

Direct and Indirect Reparation

We have developed a wide range of reparation activities throughout the county involving partnerships with district councils, voluntary agencies, charities, faith groups and other statutory agencies. These include:

Woodwork projects	Bike Project
Conservation work	Reminiscence work with older citizens
Organic allotment	Gardening
Mural projects	Leaflet drops
Neighbourhood Watch poster siting	Clean up projects
Art Projects	Leaflet and poster design
Graffiti removal	

Education

Two YOS practitioners (ETE) focus their work with the younger age group with the aim of ensuring young people are receiving appropriate education. Another two practitioners (ETE and Resettlement) work with young people mainly aged 16 plus to help them gain access to further education, training or employment. They have a critical role in resettlement plans, assisting young people with housing, benefits and other obstacles to being in full-time education, training or employment. A part-time Connexions Personal Advisor supports these aims, ensuring that all young people known to YOS are linked with a Connexions P.A. if appropriate.

We continue to work with partners in delivering motor projects, Two Wheels and First Gear.

Working in partnership with other agencies we jointly deliver projects which meet the needs of 'at risk' young people and provide education about specific areas, for example fire safety.

YOS is also involved in partnership projects designed to prevent exclusion or promote reintegration to mainstream provision.

Parenting

Two YOS practitioners together with another funded by the Children's Fund specialise in work with parents and they are supported by a small number of sessional staff trained to deliver accredited parenting programmes. In partnership with other parenting specialists through the county and The Teenage Pregnancy and Health Team we are developing group and individual programmes in line with the County Parenting Strategy. YOS facilities parents' lunch groups and social support meetings provide a valuable additional dimension of our work with parents or carers.

Mental Health

Contributing to the county CAMHS strategy, mental health specialists within YOS contribute to multi-agency planning for young people assessed as having a mental health needs. This can take the form of individual or family based work. During 2007-08 we are piloting a family therapy project with CAHMS for families known to YOS, using YOS Health resources.

Substance Misuse

As part of the multi-agency Young People's Substance Misuse Service, YOS's substance misuse practitioners provide targeted interventions for young people in the criminal justice system.

They contribute to work with parents and the many initiatives targeted at "hard to reach" young people. These include the motor groups and educational projects with partners e.g. Firebreak and Flare programmes.

Sexually Inappropriate Behaviour

This specialised CYP&F service contributes to our response to young people who have been convicted of sexual offences.

Remand Fostering/Accommodation

A service level agreement with Barnardo's, funded by the County Council, provides five foster placements, used predominantly to support remand placements but occasionally can also be used to support other multi-agency case plans.

YOS is represented on a multi-agency Supporting People sub-group, representing the accommodation needs of vulnerable young people across the county.

A resource directory of accommodation provision throughout the county is being compiled.

Diversions Activities

There is a wide range of diversionary projects which benefit young people who are identified as displaying anti-social behaviour. These are provided by District and Borough Councils, voluntary sector organisations and others.

We work with local leisure trusts that deliver activities through play schemes, Positive Futures initiatives and subsidised leisure activities. We also have links with local organisations delivering art and music projects.

YOS is represented on the Youth Opportunities Fund (YOF) Management Group, which is designed to promote and support positive activities by young people who personally apply to YOF panels of young people for funding.

We work closely with Positive about Young People who, in partnership with other organisations, deliver a wide range of prevention activities throughout Warwickshire for 8-13 year olds. They also deliver Warwickshire's Youth Inclusion and Support Panels (YISP) to which we refer young people for mentoring and professional support. Young people known to YOS also benefit from projects such as Crimebeat, which promotes young people's initiatives in reducing crime.

In school holidays young people known to YOS are referred to a wide range of projects including Youth Club activities and Tall Ships voyages.

The Fire and Rescue Service is currently working with YOS and other partners to further develop initiatives like Flare, Firebreak and Safe programmes, designed to engender fire safety awareness, and improved awareness of citizenship and personal development.

Offending Behaviour Programmes

A wide range of offending behaviour programmes are categorised in an electronic resource directory available to all practitioners. Work undertaken within some of these programmes can be put forward for accreditation by AQA or ASDAN accrediting bodies.

C3c INFORMATION TECHNOLOGY

Warwickshire Youth Offending Team utilises a wide range of information technology and communication methods to aid service delivery and work with young people.

Case management systems YOS uses a number of case management systems. We have already started integration work between YOIS and UMIS and the remaining two are on stream for integration developments during 2007. These will not only ease information sharing but also aim to reduce the need to double key information across systems.

YOIS - This is YOS's primary case management system storing information on all young people entering and progressing through the criminal justice system within Warwickshire. YOIS is used to provide management information to the YJB, partners and our local management team to aid performance monitoring and quality assurance (see Section C.2 for further information).

UMIS – This is used to evidence work carried out for prevention purposes and for performance management of this work.

Sharecare(previously known as RYOGENS) This is now being used for the Common Assessment Framework in Warwickshire allowing early identification and referral for services for those young people at risk.

Carefirst - This is the system used by Children, Young People and Families staff. YOS use this system to identify to Children's Teams that YOS is involved with a young person and to indicate where a children's team is already involved. Where a young person is remanded to the care of the local authority this is recorded on Carefirst.

XHIBIT Court listings, resulting and copies of criminal orders are now accessed directly from the XHIBIT system used within the Crown Courts, speeding up the communication between Crown Court and YOS.

Libra Warwickshire YOS are currently piloting third party use of Libra, Her Majesty's Courts Service (HMCS) case management system in order to easily access court listings and resulting.

Secure/e-mail Communication systems are delivered through e-mail both within YOS and to external partners. Warwickshire YOS was a pilot site for secure e-mail developments and has continued to develop its use further. Agencies to which YOS send secure e-mail include the secure estate, YJB, courts services, crown prosecution service, police, probation and our local LCJB business unit. We also transfer data regarding cases being transferred between YOSs using secure e-mail.

Mobile working

Practitioner use of mobile technology whilst in the courts and with young people will be enabled through the use of corporate ICT services and G cards.

Video conferencing

This provides practitioners with access to young people detained in custody. Video conferencing has been used to facilitate a restorative conference between a young offender in custody and the victim of their crime, which has proved very beneficial to all parties. The team's use of video conferencing across the county to reduce travel and associated time cost has yet to be realized.

Internet This is used by all staff and is also available for use with young people, aiding education sessions.

IT use by young people In addition to the internet, often used to help young people gain Accredited Qualification Awards (AQA), YOS also uses IT to aid work with young people, using specific offending behaviour packages. We also use 'skill enablers' such as 'Touch Type, Read and Spell' to help young people in their accomplishments.

Orange Box

This is an interactive tool used to educate young people regarding substance misuse issues.

C.4 PEOPLE AND ORGANISATION

C4a WORKFORCE PLANNING

Overview of workforce planning including volunteers and staff in agencies providing service under contract:

As a multi-agency service, YOS has a diverse workforce, providing a wealth of knowledge, experience and skills.

The recruitment of sessional workers and panel member volunteers is an ongoing process and we endeavour to recruit to reflect the local communities. We also plan to recruit volunteers to undertake other tasks such as the role of "appropriate adult".

LPSA grant funding has enabled the recruitment to fixed term posts, which have provided us with short-term opportunities to further reduce re-offending by young people. The OLASS grant through the Learning and Skills Council has provided YOS with one practitioner, seconded via Connexions, to support and develop the ETE and Resettlement aspect of our work.

Developments continue across the Children's Workforce and YOS have been involved in the Warwickshire Common Induction pre pilot pilot, linking with the Children's Workforce Development Council national pilot. The aim overall is to further develop the induction process producing a more robust induction programme for all staff which will aid us in the retention of our valued workforce and provide the platform for all learning and development opportunities

WARWICKSHIRE YOUTH JUSTICE PLAN 2007 - 2008

Table A3: Staff in the Youth Offending Team (by headcount)

	Managers Strategic	Managers Operational	Senior Practitioners (FT)	Senior Practitioners (PT)	Practitioners (FT)	Practitioners (PT)	Administrative	Sessional	Students/trainees	Volunteer	Total
Permanent	1	9.6	2		15	1	12.6	26		39	106.2
Fixed Term					6		1.6				7.6
Seconded Social Services											
Seconded Probation					2						2
Seconded Police					2						2
Seconded Health						4					4
Seconded Education					3						3
Seconded Connexions					1	0.6					1.6
Seconded Other											
Outsourced											
Temporary									2.2		2.2
Vacant		1			3		2				6
TOTAL	1	10.6	2		32	5.6	16.2	26	2.2	39	134.6
Gender/Ethnicity											
White Male		1			10	3	2	10		11	37
Black Male								2			2
Asian Male										1	1
Mixed Race Male											
Chinese/Other Male											
White Female	1	8	2		19	2.6	12.2	14	2.2	26	86
Black Female											
Asian Female		0.6								1	1.6
Mixed Race Female											
Chinese/Other Female											
TOTAL	1	9.6	2		29	5.6	14.2	26	2.2	39	127.6
Welsh Speakers											0

C4b WORKFORCE DEVELOPMENT

Overview of workforce development including volunteers and staff in outsource agencies:

In-house core programmes such as Child Protection, Substance Misuse, Restorative Justice and Sex Relationships and Education are delivered by YOS Team Leaders and Practitioners. These are planned across the financial year ensuring that new members of staff including sessional staff and volunteers are able to access the necessary training and development in a timely manner. A number of programmes continue to be provided by the parent agencies ensuring on-going professional development for their staff within YOS.

We have been actively involved in the development of the Warwickshire Children's Common Induction Standards, with documentation available to be used as part of the induction process enabling the evidencing of induction activities and the learning undertaken. The induction information has also been shared with the YJB Regional Learning and Development group.

YOS continue to offer placements for a range of students and have recently had our first nursing placement, a third year nursing student from the University of Coventry. Following evaluation of the placement, we hope to provide this opportunity to others in the future, with additional input and supervision from DAAT.

The transfer of the Professional Certificate in Effective Practice (PCEP) to the Open University (OU) has been welcomed as it ensures the qualification is now fully embedded and recognised and with the support of YJB funding we have seven members of YOS signed up to the new PCEP programme. A small group of practitioners are taking part in the ongoing research being undertaken by the OU, which will assist in the re-writing of the PCEP (K208) planned for the OCT 2007 presentation. The practitioner undertaking YJ Foundation Degree continues successfully on this programme. YJB presented Team Leaders with the opportunity of undertaking Module 2 'Managing People' of The OU Professional Certificate in Management, and this was taken up by 3 Team Leaders and we await the results

There is still a need identified for a Youth Justice qualification, which sits comfortably alongside the professional qualifications such as the Social Work Degree, Teaching qualifications etc to provide a clear career pathway for those wishing to continue along the Youth Justice route.

The Warwickshire Panel Member recruitment, induction and training has been reviewed, in line with the national development of the revised Panel Member training programme. We are also looking to develop opportunities for a more joined up approach to shared training events for practitioners, sessional staff and volunteers.

We strive towards our aspiration of being a learning organisation. We continue to identify learning and development needs on an individual and group basis to ensure the Warwickshire YOS has a competent and confident workforce able to meet the needs of the children, young people and families, within our remit.

The re-structuring of Warwickshire County Council has provided YOS with a range of opportunities to develop shared learning and development, particularly within the Division for Young People. One of these opportunities is a recently formed Divisional Learning and Development Forum, which has representatives from the six organisations/teams making up the Division, including Connexions and the voluntary sector. Joint development opportunities are one of the planned outcomes from this Forum providing a variety of opportunities to promote and encourage synergy across the partner organisations working with young people.

YOS STAFF ROLES AND RESPONSIBILITIES 2006/07

RECOMMENDED KEY TASKS	ETE/RESETLEMENT	ETE	MENTAL HEALTH	POLICE	PROBATION	SOCIAL WORKERS	SWIT second year and above	YOS PRACTITIONERS and SWIT first year	SUBSTANCE MISUSE	PARENTING	YOS - VIP
Action Plan Orders	/	/	/	/	X	X	X	X	/	/	/
Appropriate Adult	X	X	•	•	X	X	X	X	X	X	X
AQA/ASDAN	/	X	/	/	/	/	/	/	/	/	•
ASBO/ISO	/	/	/	/	X	X	X	X	/	/	•
ASSET 1	/	/	/	X	X	X	X	X	/	/	•
ASSET 2 Assess of Risk	/	/	/	X	X	X	X	X	/	/	•
ASSET 2 Mgt. Of risk	/	/	/	/	X	X	/	/	/	/	•
Bail Supervision	/	/	/	/	X	X	X	X	/	/	•
Breach Proceedings	/	/	•	/	X	X	X	X	/	•	•
Community Punishment & Rehabilitation Orders	/	•	/	/	X	X	/	/	/	/	/
Community Rehabilitation Orders	/	•	/	/	X	X	/	/	/	/	/
Court Duty	•	•	•	•	X	X	X	/	•	•	•
Court Reports	/	/	/	•	X	X	X	X	/	/	/
DTO/Licence	/	/	/	/	X	X	X	/	/	/	/
Final Warnings	/	/	/	X	•	•	X	X	/	/	/
Group Work	X	X	X	X	X	X	X	X	X	X	/
ISSP	/	/	/	/	X	X	/	/	/	/	/
LAC/Remand To LAA	/	/	/	•	/	X	/	/	/	/	•
Office Duty	X	X	•	/	X	X	X	X	X	X	X
Other Reports	X	X	X	X	X	X	X	X	X	X	X
Parenting Assessment	/	/	/	/	/	/	/	/	/	X	•
Parenting Orders	/	/	/	/	/	/	/	/	/	X	•
PPO	/	/	/	/	X	X	X	/	/	/	/
Referral Orders	/	/	/	X	X	X	X	X	/	/	/
Rehab/detox assessment	/	/	/	/	/	/	/	/	X	/	•
Reparation Orders	/	/	•	•	X	X	X	X	/	/	/
Reparation Community Placement – Identification and Placement	•	•	•	•	•	•	•	X	•	•	•
Remand into Custody (YOI)	/	/	/	/	X	X	/	/	/	/	•
SQIFA	/	/	/	X	X	X	X	X	/	/	•
SIFA	•	•	X	•	•	•	•	•	•	•	•
Supervision Orders	/	/	/	/	X	X	X	/	/	/	/
Supervision of Sessional Workers	•	•	•	•	•	•	•	X	•	•	•
Third-Party Contact	X	X	X	X	X	X	X	X	X	X	•
Training Delivery	X	X	X	X	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.

SECTION D:

Performance Summary

January - December 2006

PREVENT OFFENDING

Overview

The performance in this target of reducing the number of first time entrants to the criminal justice system has been disappointing in 2006. The numbers have risen from 627 in 2005 to 783 in 2006 – this is a rise of 25%.

This trend has been experienced nationally and is in large part the result of police meeting the offences brought to justice targets and thereby obtaining more sanctioned detections.

In Warwickshire this has meant a sharp rise of 156 children and young people being dealt with through the criminal justice system, sometimes for behaviour that could be dealt with through restorative or other responses.

The prevention services provided by Positive about Young People, the Enhanced Support Service, the Children’s Fund and others, continue to impact on the younger age groups with the age profile of new entrants reflecting this. Out of the 783 new entrants, 204 were aged 10-13, reflecting an increase of 56 in this age group. The vast majority received a reprimand or final warning, reflecting a relatively low level of offending.

Prevention services in Warwickshire continue to be targeted at those under 14 years and provide evidence to support the development of targeted youth provision to all young people as promoted by the DfES in response to the green paper, “Youth Matters”.

The national trend of more and more younger children entering the criminal justice system is of concern to government departments and discussion is taking place about the introduction of legislation through the Youth Justice Bill, anticipated this year, to support the use of restorative approaches in dealing with low level anti-social behaviour by young people rather than criminalising that behaviour.

It is clearly important for everyone that unacceptable behaviour by young people is tackled and responded to, but we need to respond in ways that tackle the underlying causes of that behaviour and that hold young people to account for it. We will continue to work with the police and others to explore the potential to divert young people from the criminal justice system by the use of restorative or other alternative methods.

Performance: Prevent Offending:

	2006-7 Target	2006-7 Outturn	2007-8 Target
Reduce year on year the number of first time entrants to the youth justice system.	585	783	

INTERVENE EARLY

Overview

Changes in the counting rules for final warnings has had a major impact on reducing the number of final warnings being offered to young people that need to be supported by a YOS intervention. Warwickshire YOS is working with young people below the required threshold but these are not reported to the Youth Justice Board in our quarterly and annual returns.

This reduction in the required number of young people supported by YOS interventions appears to be a feature for all Youth Offending Services in our region with Warwickshire affected more than others. This reflects fewer identified needs amongst this group in Warwickshire compared with other parts of the West Midlands.

During the same period we have also experienced an increase in number of young people arrested, possibly resulting from the Offences Brought to Justice (OBTJ) targets of the police. There has been a rise in offences dealt with in 2006 compared to 2005 and an increase in young people within the criminal justice system.

As a result of the above and anticipated changes in legislation YOS, the police and other partners are proposing to work together during the forthcoming year in developing an approach to dealing with young people committing minor offences, who are not yet in the criminal justice system, using a restorative approach.

Performance: Early Intervention:

	2006-7 Target	2006-7 Outturn	2007-8 Target
Ensure that 100% of young people on final warnings are supported by an intervention if:- <ul style="list-style-type: none"> ➤ Asset score is greater than or equal to 12, or ➤ There are any concerns or risk of serious harm to others, or ➤ Their score is less than 12 but any sections score 4 	100%	100%	100%

PROVIDE INTENSIVE COMMUNITY SUPERVISION

Overview

During 2006 successful efforts were made to further develop good practice in the delivery of the Intensive Supervision and Surveillance Programme (ISSP) building on the result of the ISSP Quality Assurance Review carried out in May 2005 by the Youth Justice Board. This resulted in commended status for Warwickshire, with maximum points scored for:

- Training
- Management
- Service development
- Monitoring and evaluation

During 2006-07 we have seen improvement in:

- recording by practitioners
- involving young people, parents and carers in developing and improving programmes
- exit strategies for young people completing ISSPs

Improvements have been achieved by:

- increased attendance at ISSP panels by case managers and improving feedback to sentencers through court user groups and direct contact with court clerks.
- feedback from parents, carers and young people being discussed at ISSP panels in order to develop and improve service delivery

Warwickshire Youth Offending Service has successfully bid to deliver ISSP as a stand-alone (i.e. not part of a consortium), fully integrated service funded by the YJB for 22 places per year, beginning in April 2007. Given previous years' performance, demand for the year 2007-8 is likely to reach 25 starts. These programmes will be as a condition of court sentences, post-custody licence and bail programmes. The successful completion rate of the programmes for 2006-7 was 80%, higher than the national average of approximately 58%

The most successful ISSPs have been those where young people have been fully committed to the intensive nature of the programme and well supported in their home or accommodation. Bail ISSPs where the level of assessment has been limited, because of time constraints linked to court appearances, have proved challenging but Bail ISSP success rates have improved in 2006-7

A fortnightly multi-agency ISSP Panel has been and continues to be successful and well attended by partners including Barnardo's, Health, Connexions, Education, Serco (electronic monitoring provider), Police and YOS practitioners.

The intensive nature of the interventions on ISSP has proved to be beneficial to young people, with positive reports, by them, concerning the work done on reparation and education, training or employment. The lack of suitable places available in further training and employment is problematic although YOS Practitioners with a specialism in Education Training Employment and Resettlement attend the ISSP Custody and Remand Panel to offer specific advice and support.

REDUCE RE-OFFENDING

Overview

Performance in reducing re-offending by young people is measured through analysis of the random cohort selected by the YJB in October 2005 and tracked for 12 months.

We are pleased that there has been a reduction in re-offending in both community penalty tiers, reflecting the parts of the criminal justice system where YOS has the most influence.

In some areas, such as custody the cohort can be very small, perhaps a maximum of 4 young people, and this can disproportionately skew the results in this tier. For example if 3 young people out of the 4 in the cohort re-offend within one year, the re-offending rate will be 75%. If 2 re-offend the result is 50%.

The two main risk factors contributing to the likelihood of re-offending during 2006 were identified as "Thinking and Behaviour" and "Lifestyles".

We will continue to work towards a reduction in offending through the continuous development of assessment and planning skills amongst YOS staff who undertake thorough assessments leading to planned and purposeful interventions. The interventions will be supported by a varied and comprehensive library of offending behaviour programmes, which has been categorised and listed electronically for easy access for all practitioners.

We anticipate that the development of targeted youth support will support young people leaving the supervision of YOS and contribute to this key performance indicator.

Performance: Reduce Re-Offending:

	2003 Outturn	2006-7 Outturn	2007-8 Target
Achieve a reduction in re-offending rates by 5% when compared with the 2002-03 re-offending cohort, with respect to each of the following four populations:			
Pre-court	22.4%	25.9%	21.1%
First tier penalties	59.0%	52.9%	56.0%
Community penalties	69.0%	66.6%	66.0%
Custody	50.0%	75.0%	47.5%

REDUCE THE USE OF CUSTODY

Overview

The target for the use of custody in **court sentencing** has been achieved with 4.5% of all court sentences being custodial. This is achieved through rigorous gate-keeping of all pre-sentence reports, robust proposals to the court with realistic options, and dialogue with sentencers to ensure they are aware of the detail of our work throughout their sentencing options. To facilitate this dialogue we provide joint seminars at 9 monthly intervals. The courts are confident that court orders and the interventions offered will be enforced with young people returned to court on breach proceedings if necessary.

There were 32 young people who received custodial sentences during 2006, representing a reduction of 2 compared with 2005. In 2005 all those entering custody were white, but in 2006, 29 were White British, and 3 were from minority ethnic groups. We will undertake further analysis to understand if there are any identifiable reasons for this.

We have seen a broadening of the age range of those entering custody – in 2005 most were aged between 16 -18 years, but in 2006 there were 7 young people under the age of 16 subject to custodial sentences. Ten per cent of custodial sentences were given to girls.

Forty-five per cent of those receiving custodial sentences came from one District of Warwickshire (Rugby). Thirty per cent were from the north of the county, with the remainder from the south.

The target in relation to the **use of custody for periods of remand** has not been achieved, due partly to difficulties in resourcing a robust bail supervision programme. A remand strategy to meet the requirements of National Standards, with plans to improve performance in this KPI was presented to and agreed by the YOS partnership in 2005 but resources have not been available to support these improvements.

During 2006, 25 young people were remanded in custody, an increase of 3 since 2005. Unusually, nearly one-third of these were aged 15 years with the remainder being 17 year olds. In previous years, very few 15 year olds were remanded in custody. All, except one were male and nearly half were from Rugby. Three were from minority ethnic groups.

Analysis of the remands in custody during 2006 is currently being undertaken to assess whether they reflected YOS risk assessments, and whether a viable alternative to remand in custody was presented to the court when the assessment supported this. Such an alternative may involve the use of remand fostering provided by Barnardos, or an intensive supervision and surveillance programme.

Training has taken place on two occasions during 2006 to address the effective use of bail, and court duty responsibilities. The use of bail supervision programmes has been formalised, with Risk Assessment and risk management plans presented to the Court.

Where we fail, is in our capacity to provide formal bail supervision as required by YJB National Standards for young people not at risk of a custodial remand, but at risk of re-offending on bail or not attending subsequent court hearings. This requires at least 3 supervision sessions per week, a level of contact that is not always achievable in the context of increased workloads due to the increase in young people entering the criminal justice system.

We have been successful in providing a secure alternative to Police custody for young people held overnight, using a local secure children's home with a dedicated "P.A.C.E. transfer" bed.

The cost of secure remands for 15 year olds or those assessed as "vulnerable" was £44,000 in 2006/07.

Performance: Sentencing:

	2006-7 Target	2006-7 Outturn	2007-8 Target
Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional / unconditional bail) to 30%	30% or less	50.76%	30% or less

Performance: Remand:

	2006-7 Target	2006-7 Outturn	2007-8 Target
Reduce the number of custodial sentences as proportion of all court disposals to 5%	5% or less	4.4%	5% or less

EPQA Remand Management:

2006-7 Rating	2007-8 Target
2	3

DTO TRAINING PLANS

Overview

We have been unable to achieve this target of meeting timescales for planning meetings, often due to the distance that young people are placed in custody from Warwickshire and the reliance on the secure estate to facilitate the meeting. Failures in the timelines or accuracy of recording within YOS has also contributed to the reporting of poor performance. This is being addressed through training and performance action plans.

A new grant from the Learning Skills Council has enabled the recruitment of a new post, which will support our ETE/Resettlement objectives.

To improve risk assessment and risk management in our work in both the community and with the secure estate, we have introduced a YOS Risk Management Policy and Resettlement Guidelines, supported by associated training.

Performance: DTO Training Plans:

	2006-7 Target	2006-7 Outturn	2007-8 Target
Ensure that all initial training plans for DTOs are drawn up within 10 working days of sentences being passed	100%	66.7%	100%

SUPPORT YOUNG PEOPLE ENGAGING IN EDUCATION TRAINING AND EMPLOYMENT (ETE)

Overview

The Effective Practice Quality Assurance submission for ETE was validated with the highest rating of 3. Despite this being the highest score in the West Midlands, reflecting the quality of our partnerships and individual work with young people, we consistently under-perform against achieving the ETE target of 90% of young people being in full-time education, training or employment at the end of a court order.

A consultant, commissioned by the YJB, in September 2006, undertook an analysis of ETE performance in Warwickshire. She identified a number of obstacles to achieving this target including the use of "informal" exclusions and young people not being pro-actively chased up if not fully engaged in education. Recent developments in the Children, Young People and Families Directorate are addressing these matters and we will continue to work with colleagues to support improvements.

She also identified areas for improvement in our own practices, such as case recording. We are confident that attention to internal processes, including recording, will provide us with more accurate and robust information upon which to base developments and improvement plans.

The majority of the 45% of young people known to YOS who are not in education, training or employment are beyond the statutory school leaving age, and they experience different obstacles to those of school age. Many of these can only be tackled in partnership with key agencies such as the Local Authority, schools, LSC, Connexions and training providers. A number of partnership forums, of which YOS is a contributor, identify and tackle obstacles to young people over school leaving age gaining access to full-time ETE.

Coventry and Warwickshire Connexions has achieved the highest performance nationally in reducing the number of young people not in education, training and employment (NEET), but despite this success, young people known to YOS remain vulnerable to a lack of appropriate ETE opportunities. Through LSC/YJB funding, a new member of staff, on secondment from Connexions, was appointed by YOS in March 2007 specifically to address such issues and also to focus on wider resettlement plans for those leaving custody.

Training in 2006/07 focused on improving case recording. Systems have been set up to improve the accuracy of data and regular multi-agency meetings are held to share information about young people out of full-time education, enabling concerns to be raised and progress checked.

Education practitioners within YOS continue to offer outreach support to young people and have helped many improve literacy and numeracy skills, achieve AQAs and ASDAN awards and in some cases they have supported young people with work for GCSE examinations taken despite being excluded from school.

The newly named Coventry and Warwickshire Education Partnership offers increased awareness of alternative provision through attendance from partners including representatives from mainstream and specialist schools, PRU, Connexions, LSC, TELAC, LABSS, 14-19 Pathfinder, Reactiv8, PLUS and the Prince's Trust.

The protocol between YOS/Connexions and the LSC has been reviewed and widened to include the Education Social Work Departments of Warwickshire and Coventry, their Youth Services and Children's Services. Ellie Roy, Chief Executive of the YJB, launched the new protocol for Coventry and Warwickshire agencies on May 4th 2006.

Dyslexia awareness training has been undertaken by a majority of YOS sessional workers and education practitioners, further specialist training programmes are being devised and sessional staff have been instrumental in providing support to young people and education providers.

PERFORMANCE: Education Training and Employment :

	2006-7 Target	2006-7 Outturn	2007-8 Target
Ensure that 90% of young offenders who are supervised by the YOS are either in full-time education, training or employment	90%	55%	90%

SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION

Overview

During 2006 YOS has placed fewer young people in emergency bed and breakfast accommodation, although, this practice has not been entirely eradicated. We have increased our use of Barnardo's Bail and Remand Intensive Support, using foster placements for sentenced young people subject to Intensive Supervision and Support Programmes.

A Youth and Community student on placement is undertaking a project to produce a directory of accommodation provision for practitioners. She has also been successfully working with local providers to increase access to accommodation for young people.

From a Local Area Agreement perspective we are raising issues about accommodation for young people as a gap in service and will continue to raise awareness of need through the Children and Young People's Plan. Working with the 5 CDRPs in Warwickshire through the Prolific and Priority Offender (PPO) schemes, we are better placed to influence local provision to support young people identified in the Deter or Rehabilitate and Resettlement strands of the scheme.

YOS has a significant part to play in strategic planning as part of Supporting People Young People's sub-group, working with Leaving Care services and Teenage Pregnancy Team managers to review the needs analysis and develop proposals for models of supported accommodation provision for vulnerable young people in Warwickshire.

Actions in the coming year will be to complete the YOS accommodation directory, undertake a needs analysis, meet resettlement targets and ensure all young people coming out of a secure environment have appropriate accommodation. We also aim to work with Barnardo's to increase their recruitment of remand foster carers.

PERFORMANCE: Support Access to Appropriate Accommodation:

	2006-7 Target	2006-7 Outturn	2007-8 Target
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.	100%	96.5%	100%

SUPPORT ACCESS TO MENTAL HEALTH SERVICES

Overview

In 2006 Warwickshire YOS have consistently achieved 95-100% against the KPI for mental health services and YOS practitioners (mental health) are highly regarded for the service they provide to young people.

Since September 2006 the mental health team within YOS has been fully staffed and when at full strength, the health provision within the team is able to offer a broad service because of the diverse skills of the practitioners. Towards the latter end of 2006 every young person initially screened as having 'acute needs' was assessed within 24 hours.

The systems set in place for referring young people for provision of a mental health service, recording interventions, collecting data and monitoring caseloads are now well established. New processes for recording care plans have been established and this is progressing well.

YOS practitioners (mental health) have supported both a trainee psychologist and a nurse student over the last year and have contributed to a research project.

Consultation with health practitioners for other YOS practitioners continues to be valued and has proved to be beneficial. Consultations act as a forum for case discussion and as a training opportunity, developing awareness and new skills in working with young people and families where there are mental health needs.

Training for all practitioners on the SQIFA assessment tool was provided in Sept 2006 and the quality of recording and making early assessments is much improved. This improvement has ensured that resources are appropriately targeted and urgent cases dealt with expediently.

YOS practitioners (mental health) have delivered a practical anger management course for practitioners in 2006. This programme has been used with young people and feedback has been positive. Ongoing mental health training for all YOS practitioners is planned for 2007 with a focus on dealing with trauma and working with young people during the early onset of psychosis.

PERFORMANCE: Support Access to Mental Health Services:

	2006-7 Target	2006-7 Outturn	2007-8 Target
100% of young people who are assessed by ASSET as manifesting acute mental health difficulties are referred by YOSs to the CAMHS for a formal assessment commencing within 5 working days of the receipt of the referral with a view to their accessing a tier 3 service based on this assessment	100%	91%	100%
Ensure that all young people who are assessed by ASSET as manifesting non-acute mental health concerns are referred by the YOS for an assessment and engagement by the appropriate CAMHS tier (1-2) commenced within 15 working days	100%	93%	100%

SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES

Overview

In 2006 Warwickshire YOS undertook a Substance Misuse Effective Practice Quality Assurance (EPQA) assessment and achieved a YJB rating of 3 (range of 0-3) with an action plan agreed to further improve some areas during 2006/7.

We have achieved 100% against the target for screening young people for substance misuse and also for them accessing treatment within prescribed timescales.

YOS substance misuse practitioners remain part of the Warwickshire Young People's Substance Misuse Service (YPSMS), but located within YOS and funded by the YJB. They are fully integrated into the YPSMS, attending weekly clinical meetings and establishing robust and seamless referral systems to ensure continuity of care through the tier structure. YOS is represented at the strategic joint commissioning group and the DAAT Partnership Board and the local area Tackling Drugs and Alcohol Together Groups. In June 2006 a Team Leader was recruited to supervise the countywide substance misuse, parenting and mental health practitioners within YOS.

The current substance misuse practitioners were both recruited in 2006. Both are experienced specialists and have provided enriched support and advice to other team members. They have provided level 1 training for all practitioners, sessional staff and panel members. Both practitioners are now level 3 sex and relationships educators. Warwickshire YOS has implemented the Warwickshire Sex and Relationships Policy and practitioners have been trained. This has widened the remit of the substance misuse interventions provided within YOS and provides young people with information on the risks and links between sex and relationships and the misuse of substances.

We have worked closely with partners to disseminate consistent information to young people and parents. This has included initiating and participating in a multi-agency 'keeping safe' event in Nuneaton, designed to provide information and details of how to access services. This involved the Fire and Rescue Service, Police, Teenage Pregnancy Team and YOS and was broadcast by a local radio.

Substance misuse practitioners have strengthened the links with reparation activities specifically around substance misuse, quality controlling information collected by young people from a variety of sources such as the internet. They also have an active role in prioritising young people on ISSP for assessment.

Diversionary activities have taken place through the use of sport, IT, art and music.

PERFORMANCE: Support Access to Substance Misuse Services:

	2006-7 Target	2006-7 Outturn	2007-8 Target
Ensure that all young people are screened for substance misuse	100%	97.5%	100%
Ensure that all young people with identified needs receive appropriate specialist assessment within 5 working days of assessment	100%	100%	100%
Ensure that all young people access the early intervention and treatment services they require within 10 days of assessment	100%	100%	100%

EPQA: Substance Misuse:

2005-6 Rating	2007-8 Target
3	3

SUPPORT RESETTLEMENT INTO THE COMMUNITY

Overview

Resettlement planning starts before a young person is sentenced at Court with the Pre-sentence Report writer proposing a plan of how to manage and address the identified needs of young people entering and serving a sentence in custody. During 2006 we have undertaken the Effective Practice Quality Assurance audit of our resettlement practice, scoring 2 out of a possible 0-3. A task group is responsible for leading improvements, set out in an agreed action plan and work to achieve improvements will continue during 2007.

There are between 30 and 40 young people each year entering custody, with sentences ranging from 4 months to 10 years. The vast majority of these sentences are Detention and Training Orders for which YOS is entirely responsible until the order ends following a period on licence in the community. For those with sentences longer than 2 years we work closely with Probation to ensure an effective transition of responsibility if that is necessary, at age 18.

Through grant money from the YJB and the Learning and Skills Council we have recruited one new member of staff whose remit, together with a colleague, will be ETE/Resettlement, providing a consistent approach to young people in the secure establishment especially in regard to education and accommodation.

Sections of this Plan referring to ETE and Accommodation, support resettlement into the community.

To ensure rigorous assessment and effective risk management, YOS Guidelines and associated training have been implemented.

EPQA: Resettlement:

2005-6 Rating	2007-8 Target
2	3

PROVIDE EFFECTIVE RESTORATIVE JUSTICE SERVICES

Overview

The target for 2006 was to ensure 75% of victims of all youth crime referred to YOS are offered the opportunity to participate in a restorative process. We achieved 90% with a 100% satisfaction rate.

Restorative justice principles continue to underpin our work with young people. We have 2 YOS practitioners based in Warwickshire's Victim and Witness Partnership who offer victims a choice of how they might like to participate, including a face-to-face apology, letter of apology, restorative conferencing, video conferencing, direct reparation or indirect reparation through unpaid work. Victims are encouraged to attend referral order panels wherever possible and where this happens the outcome is often the most successful in terms of victim satisfaction and in reducing the likelihood of further offending. Letters of apology have been well received and the victim empathy work that is undertaken with the young people has contributed to the quality of the letters which victims value greatly when the letter appears sincere.

We have a team leader (restorative justice) with the responsibility for managing YOS practitioners who work with victims, the police officers in YOS, panel members and other volunteers. We have a wide variety of reparation placements within the community through which we aim to provide opportunities for young people to do something worthwhile for others and develop skills at the same time. We work in partnership with a number of agencies and the district councils to achieve this.

There has been extremely positive feedback from a particularly complex restorative justice process undertaken with a victim and a young person serving a substantial custodial sentence. This has acted as encouragement for more restorative work with young people serving custodial sentences to be undertaken.

With the introduction of YOS practitioners specialising in work with parents and some other changes in practice we have recently seen an increase of direct reparation with young people and parents where the parent was the victim. We will build on this and also endeavour to engage more victims generally in direct reparation and restorative justice.

PERFORMANCE: Provide Effective Restorative Justice Services:

	2006-7 Target	2006-7 Outturn	2007-8 Target
Ensure that 75% of victims of youth crime referred to YOSs are offered the opportunity to participate in a restorative process	75% victims offered	90%	75%
Ensure that 75% of participating victims are satisfied	100%	100%	100%

SUPPORT PARENTING INTERVENTIONS

Overview

In April 2006 YJB prevention funding was used to recruit two parenting practitioners and with further funding from Warwickshire Children's Fund a third practitioner was appointed. The parenting practitioners came into post between July and November 2006.

Referral processes and pathways have been put in place and referrals are currently received from YOS, Education Social Work Service, YISP/Positive About Young People, Police, Children's Services and the Voluntary Sector.

YOS parenting practitioners work closely with other parenting specialists in the county and excellent links have been developed with the operational and strategic forums in Warwickshire. The parenting team was requested to give a presentation as an emerging area of best practice at the "Celebrating Parenting" Conference in November 2006 and this was well received.

Warwickshire YOS have held two focus groups for parents and have facilitated both evaluation and consultation exercises commissioned by Warwickshire Children's Fund and YOS.

Practitioners have been given the opportunity to undertake joint training including STEPs (parenting group work) Investors in Excellence and Training the Trainer programmes. Groups for parents are planned throughout 2007 either in conjunction with practitioners from other agencies or with other practitioners within YOS.

The "Living with Teenagers" group work programme have been delivered as a pilot in the Rugby area and through the success of this we expect future groups to be popular. This programme will roll out across Warwickshire during 2007 and is being delivered in targeted community venues where the greatest need is determined.

YOS parenting practitioners are working with young parents in assisting those most disaffected with accessing mainstream services. This YOS provision is currently only available to young people known to YOS but we are working with others such as the Teenage Pregnancy and Health Team to ensure services are planned and delivered as part of a wider strategy for supporting young parents.

During 2007 it is anticipated that a parallel group work programme for teenagers will be with established called "Avoiding Conflict with Adults" to complement the success and impact of parenting intervention. In addition, training for other YOS practitioners about 'family support' will be offered to ensure an understanding across the whole team of what is available to parents and carers.

We have received some very encouraging feedback from parents, indicating that the support offered has significantly assisted them in coping with and managing the challenging behaviour of their children.

PERFORMANCE: Supporting Parenting Interventions:

	2006-7 Target	2006-7 Outturn	2007-8 Target
10% parents of young people known to YOS receive a parenting intervention	10% of parents offered	9.3%	10% (LAA target 20%)
75% of parents participating in a parenting intervention are satisfied	75% of parents receiving a service are satisfied	100%	75%

ENSURE EQUAL TREATMENT REGARDLESS OF RACE

Overview

Continued analysis of offences by area and offender profiles will be undertaken during 2007/08 in order to ensure that services are designed and targeted appropriately. There is concern that during 2006 there has been a changing profile regarding the ethnicity of young people in the youth justice system.

	2005	2006
White	925 (94.5%)	1102 (92.4%)
Mixed	34 (3.47%)	53 (4.4%)
Asian	7 (0.71%)	14 (1.27%)
Black	9 (0.91%)	22 (1.84%)

When we have a greater understanding of these changes we will work with Warwickshire Race Equality Partnership and the LCJB to address any concerns arising.

All new offending behaviour programmes are assessed for appropriateness and relevancy to BME groups, gender etc.

Recruitment and selection campaigns will be monitored throughout this coming year to determine whether these need to be modified in order to maintain a proportional workforce. This will include recruitment via partner agencies and YOS's own recruitment of sessional workers and volunteers.

The majority of managers have completed re/training in Race Equality & Diversity Guidance and Procedures, with the remainder due to attend during 2007. Feedback from these training events will form part of an action plan for improvements.

Warwickshire YOS is working closely with the LCJB Diversity group and the Warwickshire Race Equality Partnership to improve ethnic minority groups' understanding and confidence in the criminal justice system and agencies within it. During 2007, YOS, with other agencies, will continue to be invited to present information to neighbourhood groups to discuss the work we do and the part they can play in reducing crime.

YOS staff have been made aware of the diverse staff support groups available to them.



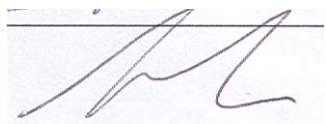
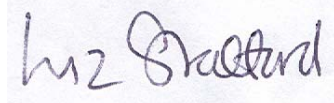

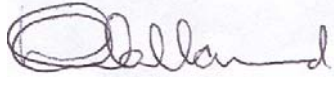
The management team will review the YOS Race Equality & Diversity Policy this year and implement any identified changes required to support inclusion of all service users and staff.

SECTION E: REVIEW AND APPROVAL

Table B: Schedule for review of plan:

Review date	Reviewer
27 th February 2007 22 nd May 2007 21 st August 2007 20 th November 2007	<u>Head of Service – Performance Review Meetings</u>
12 th March 2007 13 th June 2007 13 th September 2007 6 th December 2007	<u>Youth Justice Management Group</u>
23 rd May 2007 8 th August 2007 14 th November 2007 February 2008	<u>Warwickshire Community Safety Partnership, Drug and Alcohol Action Team & Youth Justice Partnership Board</u>

Approval

	Name of Chief Officer:	Signature:	Date:
Warwickshire Community Safety Partnership, Drug and Alcohol Action Team & Youth Justice Partnership	Mr. William Brown		9.5.07
Coventry, Solihull & Warwickshire Partnership & Connexions	Mr. Steve Stewart		9/5/07
Coventry & Warwickshire Partnership NHS Trust	Mr. Colin Merker		25/05/07
National Probation Service : Warwickshire	Ms. Liz Stafford		15/5/07
Strategic Director Children, Young People & Families Directorate	Ms. Marion Davis		09.05.07
Warwickshire Police	Mr. Bill Holland		11.5.07

SECTION F: APPENDICES

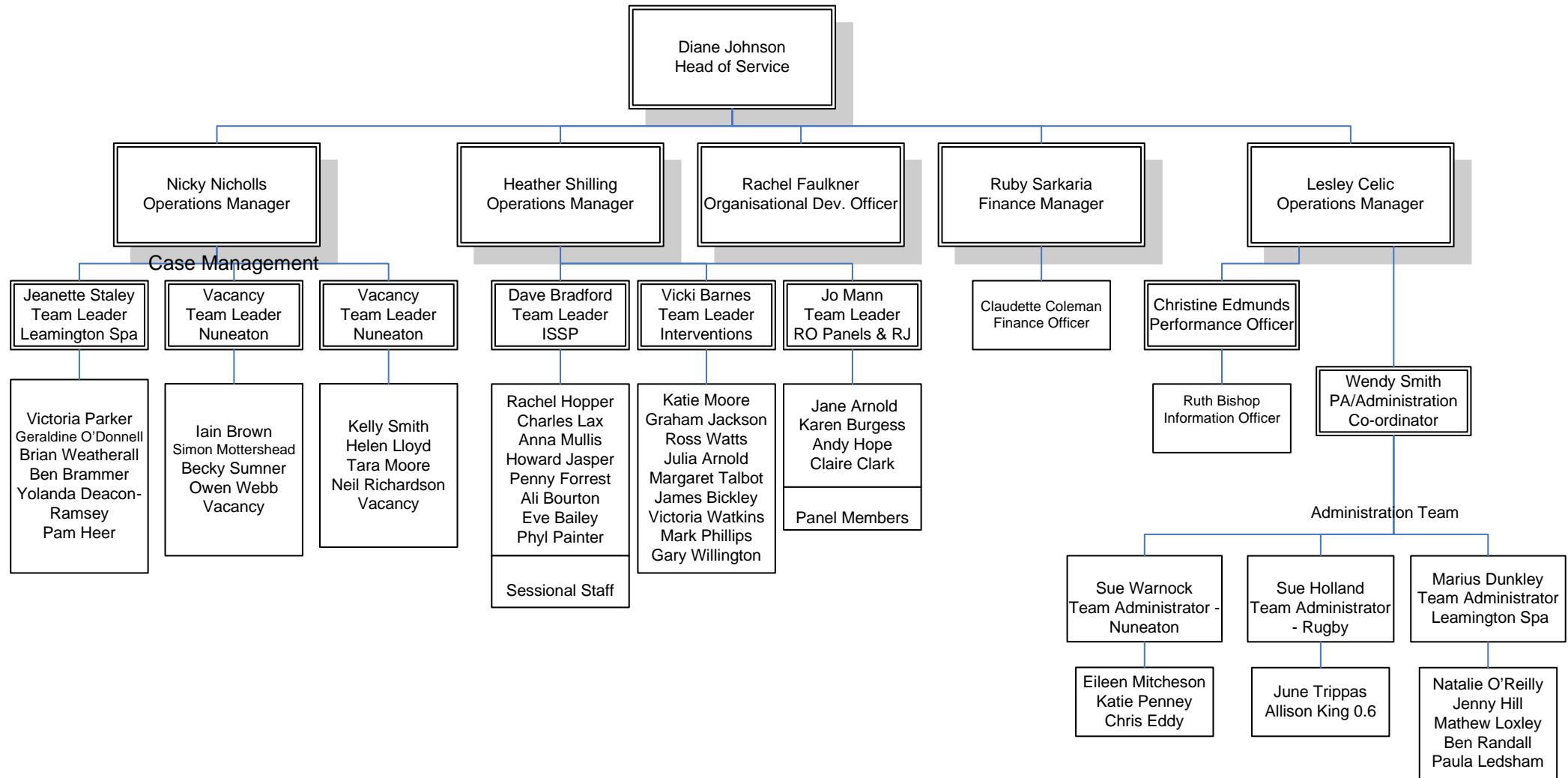
APPENDIX A: Warwickshire Youth Offending Service Structure Chart

APPENDIX B: Performance Measures

APPENDIX C: Learning and Development Plan (copies available on request)

APPENDIX D: YOS Targets/Contributions to Every Child Matters (ECM) Outcomes Framework

WARWICKSHIRE YOUTH OFFENDING SERVICE - STRUCTURE CHART



PERFORMANCE MEASURES**KPIs**

Below please provide historical data against the KPIs associated with the themes.

Theme and measure	2005/06 outturn	2006/07 Apr-Dec Outturn	2007/08 Target
Prevent offending (target since 05/06): 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	627	596	
Intervene early: Ensure that 100% of young people on a final warning are supported by an intervention if: <ul style="list-style-type: none"> - their Asset score is greater or equal to 12, or - there are any concerns or risk of serious harm to others, or - their score is less than 12 but any sections score 4 	N/A	100%	100%
Reduce re-offending: Achieve a reduction in re-offending rates by 5% in 2006-07, when compared with the 2002-03 re-offending cohort, with respect to each of the following four populations:	Oct-Dec 2002 cohort - % re-offending after 12 months:	Oct-Dec 2005 cohort – % re-offending after 12 months (in available):	Oct-Dec 2006 cohort - % re-offending after 12 months:
Pre-court	22.37%	25.9%	Reduction of 5%
First tier penalties	59%	52.9%	Reduction of 5%
Community penalties	69.4%	66.6%	Reduction of 5%
Custody	50%	75%	Reduction of 5%
Reduce the use of custody (secure remands) (new target): Reduce the use of the secure estate for remands to 9% of the total number of remand episodes, excluding unconditional bail.			9%

WARWICKSHIRE YOUTH JUSTICE PLAN 2007 - 2008

Theme and measure	2005/06 outturn	2006/07 Apr-Dec Outturn	2007/08 Target
Reduce the use of custody (secure remands) (old target): Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional / unconditional bail) to 30%	49%	48%	
Reduce the use of custody (custodial sentences): Reduce the number of custodial sentences as proportion of all court disposals to 5%	5.6%	4.5%	5%
DTO training Plans Ensure that all initial training plans for DTOs are drawn up within 10 working days of sentences being passed	82%	66.7%	100%
Support young people engaging in education, training and employment: Ensure that 90% of young offenders who are supervised by the YOTs are in suitable full-time education, training or employment	50%	56.6%	90%
Support access to appropriate accommodation: Ensure that all YOTs have a named accommodation officer and that all young people completing community interventions or on release from the secure estate have suitable accommodation to go to	96%	96.5%	100%
Support access to mental health services: Ensure that all young people who are assessed by ASSET or the Mental Health Assessment Framework as manifesting acute mental health difficulties are referred by YOS's 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 or other appropriate CAMHS tier service based on the assessment	100%	75%	100%
Ensure that all young people who are assessed by ASSET or the Mental Health Assessment Framework as manifesting non-acute mental health concerns are referred by the YOS for an assessment and engaged by the appropriate CAMHS tier 1-3 service commenced within 15 working days of referral	100%	90.5%	100%
Support access to substance misuse services: Ensure that all young people are screened for substance misuse	96.3%	97.1%	100%
Ensure that all young people identified with needs receive appropriate specialist assessment within 5 working days of referral, following screening	100%	100%	100%
Ensure that all young people access the early intervention and treatment services they require within 10 working days of assessment	90.6%	95%	100%

WARWICKSHIRE YOUTH JUSTICE PLAN 2007 - 2008

Theme and measure	2005/06 outturn	2006/07 Apr-Dec Outturn	2007/08 Target
Provide effective restorative justice services: (new target): Ensure that victims participate in restorative processes in 25% of relevant disposals referred to the YOS			25%
Ensure that 85% of victims participating are satisfied			85%
Provide effective restorative justice services (old target) Ensure that 75% of victims of youth crime referred to YOTs are offered the opportunity to participate in a restorative process	90%	93.7%	
Ensure that 75% of victims participating are satisfied	96%	100%	
Support parenting interventions (new target): Ensure that 20% of young people with a final warning supported by intervention, a relevant community based penalty or DTO, their parent/carer(s) receive a parenting intervention			20%
Ensure that 20% of the young people on prevention programmes, their parent/carer(s) receive a parenting intervention			20%
Support parenting interventions (old target): Ensure that 10% of young people with a final warning supported by intervention or a community disposal receive a parenting intervention	14%	7.2%	
Ensure that 75% of parents participating in a parenting intervention are satisfied	100%	100%	
Ensure equal treatment regardless of race: All YOSs should implement their action plan 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 of year	-0.01% reduction	+2.1%	

LEARNING AND DEVELOPMENT PLAN

(copies available on request)

CONTRIBUTION OF YOT TARGETS TO EVERY CHILD MATTERS OUTCOMES FRAMEWORK

THEME	REQUIREMENTS ON YOTs				EVERY CHILD MATTERS OUTCOMES FRAMEWORK
	YJB Corporate Target	PERFORMANCE INDICATOR	EPQA	NS Audit	
PREVENT OFFENDING	Reduce the number of first time entrants to the Youth Justice System by 5% by March 2008 compared to the March 2006 baseline	<p>Submit a satisfactory Youth Justice Plan including a strategy for helping to prevent crime by identifying young people at risk of offending and acting to reduce the risk through Youth Inclusion and Support Panels or other effective arrangements</p> <p>Reduce 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 <i>ONSET</i> or other effective means of assessment and monitoring</p>	Prevention quality assurance (during 06-08)		<p>STAY SAFE Safe from crime and anti-social behaviour in and out of school</p> <p>MAKE A POSITIVE CONTRIBUTION Engage in law abiding and positive behaviour in and out of school</p>

THEME	REQUIREMENTS ON YOTs				EVERY CHILD MATTERS OUTCOMES FRAMEWORK
	YJB Corporate Target	PERFORMANCE INDICATOR	EPQA	NS Audit	
INTERVENE EARLY	To improve the assessment of risk and need for young people who have offended, and improve their access to specialist and mainstream services that will address the factors identified	<p>New target: Ensure that 100% of young people on a final warning are supported by an intervention if:</p> <ul style="list-style-type: none"> ▪ their <i>Asset</i> score is greater or equal to 12, or ▪ there are any concerns of risk of serious harm to others, or ▪ their score is less than 12 but any sections score 4 <p>Reduce 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 <i>ONSET</i> or other effective means of assessment and monitoring</p>	Final Warnings (03 – 05)	6.6; 6.11	<p>STAY SAFE Safe from crime and anti-social behaviour in and out of school</p> <p>MAKE A POSITIVE CONTRIBUTION Engage in law abiding and positive behaviour in and out of school</p>

THEME	REQUIREMENTS ON YOTs				EVERY CHILD MATTERS OUTCOMES FRAMEWORK
	YJB Corporate Target	PERFORMANCE INDICATOR	EPQA	NS Audit	
PROVIDE INTENSIVE COMMUNITY SUPERVISION	Reduce the size of the under-18 custodial population by 10% through the implementation of the minimising the use of custody work, by 31 st March 2008.	<p><i>*ISSP performance requirements:</i></p> <p>Provide ISSP to young people fitting the eligibility criteria as described in ISSP managers' guidance 2005.</p> <p>Provide ISSP in line with ISSP managers' guidance 2005: 25 hours of supervision per week in the first 3 months reducing to 5 in the second 3 months, assumption of electronic tagging, 5 core elements covered throughout programme</p>	ISSP (>07)		<p>STAY SAFE</p> <p>Safe from crime and anti-social behaviour in and out of school</p> <p>MAKE A POSITIVE CONTRIBUTION</p> <p>Engage in law abiding and positive behaviour in and out of school</p>
REDUCE RE-OFFENDING	Protect victims and communities by reducing re-offending by young offenders by 5% by March 2008 compared with the 2002 baseline and reduce the seriousness and frequency of re-offending.	<p>Achieve a 5% reduction in the re-offending rate for 2007-08, when compared with 2002 cohort, with respect to: Pre-court, First tier penalties, Community penalties, Custodial penalties</p> <p>And reduce the seriousness and frequency of re-offending.</p> <p>NB. Cohorts are to be tracked for 12 months, not 24 months.</p>			<p>STAY SAFE</p> <p>Safe from crime and anti-social behaviour in and out of school</p> <p>MAKE A POSITIVE CONTRIBUTION</p> <p>Engage in law abiding and positive behaviour in and out of school</p>

WARWICKSHIRE YOUTH JUSTICE PLAN 2007 - 2008

THEME	REQUIREMENTS ON YOTs				EVERY CHILD MATTERS OUTCOMES FRAMEWORK
	YJB Corporate Target	PERFORMANCE INDICATOR	EPQA	NS Audit	
REDUCE THE USE OF CUSTODY	Between 31 March 2005 and 31 March 2008, reduce the size of the under-18 custodial population by 10% through the implementation of the minimising the use of custody work	Secure remands: Reduce the use of the secure estate for remands to 9% of the total number of remand episodes excluding unconditional bail. Custodial sentences: reduce the use of the secure estate for Custodial sentences to no more than 5% of all sentences imposed.	Remand management (05-07 or 06-08) ISSP (> 07)	2.56	MAKE A POSITIVE CONTRIBUTION Engage in law abiding and positive behaviour in and out of school
ENFORCEMENT AND ENABLING COMPLIANCE	<i>*NATIONAL ENFORCEMENT DELIVERY BOARD MEASURE:</i> An average of 35 working days from the relevant unacceptable absence to resolution of the case; to resolve 50% of cases within 25 working days of the relevant unacceptable absence. (Please note that this measure is under review. The YJB will inform YOTs if it changes).	The YJB will consider issuing further guidance on assessing performance against a range of key national standards linked to enabling compliance, dependent on the outcome of the 2006/07 audit of national standards (summer 2007)		2.47; 8.7, 8.8	MAKE A POSITIVE CONTRIBUTION Engage in law abiding and positive behaviour in and out of school

THEME	REQUIREMENTS ON YOTs				EVERY CHILD MATTERS OUTCOMES FRAMEWORK
	YJB Corporate Target	PERFORMANCE INDICATOR	EPQA	NS Audit	
DTO TRAINING PLANS	To improve the assessment of risk and need for young people who have offended, and improve their access to specialist and mainstream services that will address the factors identified	Ensure that all initial training plans for young people subject to DTOs are drawn up within the time-scales and the approach prescribed by National Standards for Youth Justice	Assessment, planning interventions and supervision (03 – 05)	11.5	<p>BE HEALTHY Mentally and emotionally healthy</p> <p>STAY SAFE Have security, stability and are cared for</p>
SUPPORT YOUNG PEOPLE ENGAGING IN EDUCATION, TRAINING AND EMPLOYMENT	To improve the assessment of risk and need for young people who have offended, and improve their access to specialist and mainstream services that will address the factors identified	Ensure that 90% of young offenders supervised by YOTs are in <i>suitable</i> full-time education, training or employment	Education training and employment (03-05)		<p>STAY SAFE Safe from crime and anti-social behaviour in and out of school</p> <p>ENJOY AND ACHIEVE Attend and enjoying school</p> <p>ACHIEVE ECONOMIC WELL-BEING Engage in further education, employment or training on leaving school</p> <p>Ready for employment</p>

THEME	REQUIREMENTS ON YOTs				EVERY CHILD MATTERS OUTCOMES FRAMEWORK
	YJB Corporate Target	PERFORMANCE INDICATOR	EPQA	NS Audit	
SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION	To improve the assessment of risk and need for young people who have offended, and improve their access to specialist and mainstream services that will address the factors identified	Ensure that all young people completing community interventions or on release from the secure estate have suitable accommodation to go to Ensure that all YOTs have a named accommodation officer	Resettlement (05-07)		STAY SAFE Have security, stability and are cared for ACHIEVE ECONOMIC WELL-BEING Live in decent homes and communities
SUPPORT ACCESS TO MENTAL HEALTH SERVICES		Ensure that all young people who are assessed by <i>ASSET</i> or the Mental Health Assessment Framework as manifesting: Acute mental health difficulties are 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 or other appropriate CAMHS tier service based on this assessment. Non-acute mental health concerns are referred by the YOT for an assessment and engagement by the appropriate CAMHS tiers 1-3, commenced within 15 working days of referral.	Mental health (05-07 or 06-08)		BE HEALTHY Mentally and emotionally healthy

THEME	REQUIREMENTS ON YOTs				EVERY CHILD MATTERS OUTCOMES FRAMEWORK
	YJB Corporate Target	PERFORMANCE INDICATOR	EPQA	NS Audit	
SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES		<p>Ensure that all young people are screened for substance misuse, that those who are identified with 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</p> <p><i>RAP Performance Requirement:</i> Ensure that all young people identified with tier 3 - 4 substance misuse needs are referred to RAP schemes where they are available</p>	Substance Misuse (05-07 or 06-08)		<p>BE HEALTHY</p> <p>Choose not to take illegal drugs</p>
RESETTLEMENT	To improve the assessment of risk and need for young people who have offended, and improve their access to specialist and mainstream services that will address the factors identified	<p><i>RAP Performance Requirement:</i> Ensure that 30% of young people in custody are referred to RAP scheme where available Ensure that RAP schemes are run in line with RAP guidance published in 2005</p>	Resettlement (05-07)	11.16; 11.17; 11.20 (Resettlement and DTO)	<p>STAY SAFE</p> <p>Have security, stability and are cared for</p> <p>ACHIEVE ECONOMIC WELL-BEING</p> <p>Live in decent homes and communities</p>

THEME	REQUIREMENTS ON YOTs				EVERY CHILD MATTERS OUTCOMES FRAMEWORK
	YJB Corporate Target	PERFORMANCE INDICATOR	EPQA	NS Audit	
PROVIDE EFFECTIVE RESTORATIVE JUSTICE SERVICES	<i>*STANDARDS FOR WORK WITH VICTIMS:</i> To ensure that YOTs take account of victims' needs and provide services to victims of youth crime referred to YOTs in accordance with the Victims' Code of Practice	Ensure that victims participate in restorative processes in 25% of relevant disposals referred to the YOT. Ensure that 85% of the victims participating are satisfied.	Restorative Justice > 07		MAKE A POSITIVE CONTRIBUTION Engage in law abiding and positive behaviour in and out of school
SUPPORT PARENTING INTERVENTIONS	To improve the assessment of risk and need for young people who have offended, and improve their access to specialist and mainstream services that will address the factors identified	Ensure that 20% of young people with a final warning with intervention or relevant community-based penalty or DTO, their parent/carer(s) receive a parenting intervention. Ensure that 20% of young people on prevention programmes, their parent/carer(s) receive a parenting intervention.	Parenting (04-05)		STAY SAFE Have security, stability and are cared for MAKE A POSITIVE CONTRIBUTION Engage in law abiding and positive behaviour in and out of school
ENSURE EQUAL TREATMENT REGARDLESS OF RACE	To ensure that YOTs have action plans in place to achieve equal treatment at local level for comparable offences by different ethnic groups, and to deliver targeted activity that substantially reduces local differences by ethnicity in recorded conviction rates, by March 2008	<i>All YOTs should implement their action plan to ensure that any significant 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.</i>			STAY SAFE Safe from bullying and discrimination