

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Council

**Date of Committee** 18 July 2006

**Report Title** Warwickshire Youth Justice Plan

**Summary** The annual Youth Justice Plan for Warwickshire sets out performance of the YOT partnership in 2005/06 and our plans to meet national targets in 2006/07. Council is asked to adopt Warwickshire's Youth Justice Plan for 2006/07.

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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 2006/07

**CONSULTATION ALREADY UNDERTAKEN:-**

Details to be specified

- Other Committees  Cabinet 27 June 2006
- Local Member(s)  .....
- Other Elected Members  CYP&F O&S Spokespersons for information re Cabinet report:  
Cllr Helen McCarthy  
Cllr Richard Grant – “*supports the Plan*”  
Cllr Jill Dill-Russell – no comments to make
- Cabinet Member  Cllr Richard Hobbs (Cabinet report) – “*noted*”
- Other Cabinet Members consulted  Cllr Izzi Seccombe (Cabinet report)

- Chief Executive  Jim Graham
- Legal  Victoria Gould (Cabinet report) – *“fine”*
- Finance  David Clarke, Strategic Director of Resources (Cabinet report)
- Other Strategic Directors  .....
- District Councils  .....
- Health Authority  Anne Heckels, North Warwickshire PCT
- Police  Assistant Chief Constable Andy Parker
- Other Bodies/Individuals 
  - Cllr Katherine King, Warwickshire Police Authority representative on the Warwickshire Youth Justice Management Board – *“noted”*
  - Liz Stafford, Chief Officer, Warwickshire Probation
  - Steve Stewart, Connexions
  - Learning & Skills Council

**FINAL DECISION** **YES**

**SUGGESTED NEXT STEPS:**

Details to be specified

- Further consideration by this Committee  .....
- To Council  .....
- To Cabinet  .....
- To an O & S Committee  .....
- To an Area Committee  .....
- Further Consultation  .....

**Council – 18 July 2006**

**Warwickshire Youth Justice Plan**

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

**Recommendation:**

That Council adopt Warwickshire's Youth Justice Plan 2006/07.

**1. Introduction**

At their meeting on 27 June, Cabinet considered Warwickshire's Youth Justice Plan covering the period April 2006 to March 2007 (attached as **Appendix A**). They endorsed the Plan and recommended that it be adopted by the Council.

**2. Background**

**2.1 Youth Justice Plan**

2.1.1 The Youth Justice Board requires the annual submission of the Youth Justice Plan, detailing performance in 2005/06, partnership funding and performance improvement plans.

2.1.2 The improvement plan, incorporating all aspects of the national performance framework, is now only available in electronic format.

**2.2 Youth Justice Board (YJB)**

The YJB is an inter-departmental body which advises the Home Office on youth justice reforms, monitors national performance and contributes £698,646 to Warwickshire's Youth Offending Service.

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

2.3.1 Warwickshire YOT comprises 65 full-time staff from seven employing agencies. In addition we deploy 28 sessional staff and rely on up to 40 volunteers to undertake the specific role of Volunteer Panel Member.

- 2.3.2 Staff are based in three locations – Leamington Spa, Rugby and the Justice Centre, Nuneaton.
- 2.3.3 The Team provides services to Warwickshire's three Youth Courts and Warwick Crown Court, managing 100% of community and custodial sentences. In 2005/06 this represented 480 sentences.
- 2.3.4 Services to victims and to parents represent separate provision by the Team.

### **3. Data summary**

#### **3.1 Offending Behaviour**

- 3.1.1 During 2005, 975 young people aged 10-17 years who live in Warwickshire were notified to the Youth Offending Team in relation to 1,868 crimes. This represents 1.8% of the 10-17 year old population of Warwickshire.
- 3.1.2 33% of offences were criminal damage and theft. Other offence types included violent offences (23%), road traffic offences (16%), vehicle theft (4%) and drugs offences (3%).

#### **3.2 Performance summary 2005/06**

- 3.2.1 A summary of performance in 2005 can be found in pages 6 and 7 of the Youth Justice Plan.
- 3.2.2 We report a further 6% decline in the numbers of young people *entering* the youth justice system for the first time.
- 3.2.3 The total number of young people in the criminal justice system remains fairly constant, with a slight rise to 975. However, the indicative re-offending rate (based on a random cohort identified by the YJB in October-December 2003 and tracked for 24 months) shows a 24% reduction. It is particularly pleasing that there has been a significant reduction in re-offending in pre-court and community penalties, where YOT is most influential. This is excellent news but should be read with caution due to the relatively small numbers in the cohort.
- 3.2.4 Other performance measures have been met within 5%, with the exception of education, training and employment (ETE) and the provision of a formal bail supervision programme.
- 3.2.5 We have been successful in securing YJB consultancy time to explore why ETE performance is poor, whilst we achieved the highest score in the Region for the quality assurance audit. We expect an analysis of our performance to commence in July 2006, with the full support of Connexions and the County Council.
- 3.2.6 A performance improvement plan for the bail supervision Key Performance Indicator (KPI) was taken to the Youth Justice Management Board in 2005.

This required investment of £30,000, which the Board supported in principle, but partnership funding was not realised.

- 3.2.7 We are able to report good performance in ensuring young people gain access to mental health and substance misuse services within YOT and we continue to see very positive outcomes for individuals as a result.

#### **4. Priorities 2006/07**

- 4.1 YOT will contribute to Warwickshire's LPSA2 targets in reducing re-offending, engaging victims in restorative processes and providing support to parents and carers of young people in the criminal justice system.
- 4.2 A new service to parents and carers will be developed, funded by the YJB.
- 4.3 Also funded by the YJB, YOT will contribute to multi-agency plans to tackle anti-social behaviour by commissioning Positive about Young People to target work with 50 young people aged 14-17 years in the Nuneaton and Bedworth District. In addition we are strengthening YOT's capacity to contribute to the Persistent and Other Priority Offenders (PPO) and anti-social behaviour multi-agency strategies by the appointment of a new post.
- 4.4 Working within the Children, Young People and Families Directorate and Connexions, we will continue to seek improvement in the ETE performance measure.

#### **5. Conclusion**

- 5.1 YOT continues to be challenged by a continued increase in workloads and the growing complexity of its casework.
- 5.2 Since 2002 there has been a steady increase in the number of court disposals, from 523 to 689 in 2005. Those requiring supervision by YOT increased by 122 in 2005.
- 5.3 We have seen a significant increase in the requirement for arrangement and supervision of reparation. In 2005 we have seen an increase from around 2,000 hours to over 3,000 hours being required by the courts and delivered by YOT.
- 5.4 A trend in the increase of custodial sentences by 50% in 2005 and an increase in the use of remands with a secure requirement creating additional burdens on YOT resources.
- 5.5 Achievement of our restorative justice KPI and our work with victims has been met entirely within original resources, with no investment in this area by the YOT partnership or the YJB.

- 5.6 All these requirements and others have continued to be absorbed by YOT without additional partnership funding and without compromise to the quality of service as evidenced in our quality audit outcomes and Intensive Supervision and Surveillance Programme (ISSP) inspection.
- 5.7 This achievement reflects the skills and commitment of managers, practitioners and administrators all of whom strive for continuous improvement in our services.

MARION DAVIS  
Strategic Director for Children,  
Young People and Families

22 Northgate Street  
Warwick

4 July 2006

# Warwickshire Youth Justice Plan

April 2006 - March 2007

Warwickshire Youth Offending Team Unique Identifier Code: 105404





**Participating agencies:**

- ❖ Warwickshire County Council, Children, Young People & Families
  - ❖ Warwickshire Police
  - ❖ Warwickshire Primary Care Trust
  - ❖ National Probation Service : Warwickshire Area
  - ❖ Coventry & Warwickshire Connexions
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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 YOTs.

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

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

## SECTION A - SUMMARY OF PERFORMANCE JAN-DEC 2005

- Re-offending *reduced* by over 20%\*
- Number of young people entering the youth justice system – *reduced* by 6%
- Youth crime as a percentage of all detected crime – *reduced* by 1%

975 young people are known to have committed 1868 criminal offences in 2005. This reflects a similar picture to the previous year, sustaining a **5% reduction** in young people involved in the criminal justice system compared with 2001. Offences committed by young people during 2005 represent 18% of the total sanctioned police detections in the year – **1% less** than in 2004.

Indicative figures show a **24% reduction** in re-offending rates, significantly exceeding the 5% target\*.

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

### Measure 1 – Prevention

**Target:** Reduce first time entrants into the youth justice system by 5% to no more than 625.

**Achieved:** 6% reduction from 657 to 619 as first time entrants into the youth justice system.

	2001	2004	2005
<b>New entrants</b> into the youth justice system reprimands, final warnings first time direct to court <b>total</b>	N/k N/k	562 85 <b>657</b>	532 87 <b>619</b>
<b>Total number of young people</b> in the youth justice system (pre-court + court)	1028	961	975
<b>Offences committed - excluding breach of court order</b>	2169	1842	1868

Of the 975 young people involved for the first time in the youth justice system in 2005, 619 were subject either to a reprimand, final warning and 83 were charged straight to court.

### Measure 2 – Recidivism

**Target:** “by December 2005 achieve a reduction of 5% re-offending within 24 months based on the 2002 cohort compared with the 2003 cohort after 24 months.”

	Outturn 2003	Outturn 2004	Target 2005	Outturn 2005
	<b>2001 cohort % re-offending within 24months</b>	<b>2002 cohort % re-offending within 24m</b>		<b>2003 cohort % re-offending within 24m</b>
<b>Pre-court</b>	25.9	32.4		26.7
<b>Community penalties</b>	78.0	75.0		65.9
<b>Custody</b>	77.7	75.0		75.0
<b>Overall</b>	<b>48.0</b>	<b>53.0</b>	<b>50.4</b>	<b>40.5</b>

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

<b>Measure</b>	<b>Target</b>	<b>2004 outturn</b>	<b>2005 outturn</b>	<b>Status</b>
Final Warnings supported by a YOT intervention	80%	82%	65%	RED – due to Police vacancy
Use of custody – remand sentences	30% or less 6% or less	56% 4.7%	49% 5.6%	RED GREEN
Victims offered a restorative process	75%	96%	90%	GREEN
Satisfaction of victims in YOT process	90%	96%	96%	GREEN
Parents given individual support	10%	3%	14%	GREEN
assessments completed within timescales	100%	94%	98%	GREEN
PSRs submitted within timescales	90%	86%	100%	GREEN
DTO plans agreed within timescale	100%	89%	82%	AMBER
Young people in full-time education, training or employment	90%	62%	50%	RED
Young people in suitable accommodation	100%	93%	96%	GREEN
Young people accessing appropriate mental health services within timescales	100%	100%	100%	GREEN
Young people screened for substance misuse and treated within timescales	100%	96%	100%	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 2005 tells us that the two most prevalent risk factors at all stages of the youth justice system were "Thinking and Behaviour" and "Lifestyle". This 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 in all stages, but ranked highest in the Final Warning stage of the system. We aim, through our new parenting service to address this risk factor at this early stage of the system.

Interventions continue to be developed with partner agencies to tackle all risk factors. A comprehensive Resource Directory is available electronically to all staff, and we continue to develop accredited modules for many YOT interventions to enable young people to demonstrate what they have learnt during the course of their intervention. These are all accredited through the AQA and ASDAN qualification boards. Examples include a citizenship module for use in reparation, a substance misuse module and a safe driving module. To date over 300 young people have, between them, achieved over 700 AQA unit award scheme modules.

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

During 2005 we achieved a final score of "3" (on a scale of 0-3) within the Youth Justice Board's effective practice framework in three areas of practice. These were "Final Warnings", "Education, Training, Employment", and "Assessment, Planning, Interventions and Supervision". In the field of "Parenting" we scored "2".

During 2005 we also submitted our self-assessment in two new areas of practice – Mental Health and Resettlement. A score of "2" was achieved in Mental Health and "2" in Resettlement with areas for improvement agreed.

### **Key achievements 2005**

- Following the move to Nuneaton Justice Centre In January 2005, we have seen further improvements and efficiencies gained through combined business processes, and continuous improvement is a key objective of all criminal justice partners.
- We have continued to develop our restorative justice strategy –
  - YOT is integrated into Warwickshire's multi-agency Victim and Witness Information Partnership (VIP), achieving contact with all victims of youth crime and offering them the opportunity to participate in a restorative process.
  - Panel Member volunteers are increasingly experienced in facilitating meetings between victims and offenders.
  - We have developed a wide range of reparation opportunities for young people, delivering over 3000 hours of supervised community reparation during 2005.
- Further development of the Intensive Supervision and Surveillance Programme (ISSP) has allowed us to exceed the target of 19 ISSP starts with a 50% successful completion rate, in line with national trends. The quality assurance review of ISSP carried out by the YJB in May 2005 commended our Intensive Supervision and Surveillance Programme.

### **Key Objectives 2006/07**

- YOT will contribute to Warwickshire's LPSA2 targets in reducing re-offending, engaging victims in restorative processes and providing support to parents and carers of young people in the criminal justice system.
- A new service to parents and carers will be developed, funded by the YJB prevention grant.
- Funded by the YJB, YOT will contribute to multi-agency plans to tackle anti-social behaviour by commissioning Positive about Young People to target their work with 50 young people aged 14-17 years in the Nuneaton and Bedworth District. In addition we plan to strengthen YOT's capacity to contribute to the PPO and anti-social behaviour multi-agency strategies.

### **Youth Justice Management Board Summary**

*"The YOT Partnership has continued to work effectively with full support from partner agencies. During 2005 we have seen the positive results of preventive services and a leveling of youth crime, despite an overall increase in police detections and offences taken successfully through the courts.*

*If we are to further reduce youth crime and the numbers of young people entering the criminal justice system, we need to expand preventive services, more coherently tackle anti-social behaviour and neighborhood concerns and ensure that the long-term needs of young offenders are met through mainstream service provision.*

*Several developments in 2006/07 will help us achieve these aims, one of which is the YJB's contribution to prevention and tackling anti-social behavior through its prevention grant.*

*In addition, YOT will be integrated into the new Directorate for Children, Young People and Families, joining with other services for young people. This will enable a more strategic approach in tackling these issues, ensuring effective use of resources to meet common targets. YOT will take to the Department its own experience of delivering multi-agency services to some of Warwickshire's most vulnerable young people.*

*Combining with full participation in the Community Safety/DAAT Partnership, and the Local Criminal Justice Board, YOT has a unique responsibility in joining all these agendas to ensure that the needs of young people, their families, neighbourhoods, and victims are represented and met. These responsibilities will be a significant contribution to both the Children and Young People, and Safer and Stronger Communities blocks of the Warwickshire LAA, currently being developed for implementation next year.*

*Within an unprecedented period of change for each one of the YOT partners, it will be important for the partnership to maintain its support for sustained good performance within YOT and to use new opportunities to promote further improvement.*

Jim Graham  
Chief Executive Warwickshire County Council

## SECTION B - LOCAL PLANNING ENVIRONMENT

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Warwickshire YOT benefits from being part of a Criminal Justice Area, which is co-terminus with other criminal justice partners. This has enabled strong and effective links to be made in the criminal justice field, with full and active membership of the **Local Criminal Justice Board**. Joint performance measures, such as reducing delays and improving confidence, are clearly understood, and where some of our respective targets are *apparently* contradictory we are able to work together to understand their relationship and ensure that reporting of our respective or joint targets is complementary. The development of the Justice Centre, Nuneaton and the co-location of YOT with other criminal justice agencies is a tangible example of effective joint working.

Equally, the service will be fully integrated into Warwickshire County Council's new **Children, Young People and Families Directorate**, taking an active role in the county's response to the Children Act 2004 and development of the Children and Young People's Plan. Experience of delivering a multi-agency service and knowledge of the needs of vulnerable young people will be valuable contributions to the development of integrated services.

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, YOT is also a member of Warwickshire's **Community Safety and DAAT Partnership**, bringing an awareness of the children, young people and families Departmental aims and objectives.

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

Planning opportunities to enable YOT to meet its responsibilities within children's services, community safety and crime reduction are well balanced in Warwickshire, but sustaining this requires attention to detail in a constantly changing working environment. Balancing the urgent needs of neighbourhoods with the need to deliver services strategically and consistently is critical if all dimensions of our agenda are to be met.



## **SECTION C - DRIVERS OF PERFORMANCE**

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### **C.1 GOVERNANCE AND LEADERSHIP**

The YOT is accountable to the Youth Justice Management Board, membership of which is detailed in Table A below. The Board meets quarterly, Chaired by the Chief Executive of the County Council. The Board regularly receives performance and budget reports.

From April 2006 the Head of the Youth Offending Service will report to the Head of Services for Young People within the new County Council Directorate for Children, Young People and Families.

YOT is also subject to Warwickshire County Council's Performance Management Framework, which sets out the Council's standards in relation to both the integration of plans, and also the requirements for performance reporting to Overview and Scrutiny Committees and Cabinet. This is the means by which YOT is held accountable to the County Council for performance.

YOT's objective of reducing offending contributes to the Council's Corporate Objective "to reduce crime and improve the safety of the community," and targets relating to reducing youth crime and re-offending are referenced in the County Council's Corporate Business Plan.

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

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

Warwickshire County Council and partners are currently developing plans for the Local Area Agreement, to be implemented in April 2007. This will require YOT to contribute to the Children and Young People and Stronger and Safer Communities blocks for which reporting mechanisms will be developed.

The integration of children's services, a reduction in the number of Warwickshire County Council Departments, the LAA developments and other predicted changes has led to proposals by the Chief Executive for the merging of some governance arrangements that will potentially change YOT's current arrangements. This would essentially mean that YOT would report variously to the Children's Strategic Partnership Board, Warwickshire Community Safety/DAAT Partnership, and the Local Criminal Justice Board.

**Table A: Composition of Management Board**

<b>Name</b>	<b>Agency Representing</b>	<b>Post in Agency</b>	<b>Ethnicity</b>	<b>Gender</b>
Phillip Blundell	Police Authority	Chair	White	Male
John Buckley	Combined Courts Service	Director of Legal Services	White	Male
Elizabeth Featherstone	Children, Young People & Families	Head of Service – Family & Community	White	Female
Cllr. Peter Fowler	County Council	Portfolio Holder for Family Services	White	Male
Jim Graham	County Council	Chief Executive	White	Male
Chris Hallett	Children, Young People & Families	Head of Service Children in Need	White	Male
Anne Heckels	North Warwickshire Primary Care Trust	Chief Executive	White	Female
Cllr. Richard Hobbs	County Council	Portfolio Holder for Community Protection	White	Male
Diane Johnson	Youth Offending Team	Head of Youth Offending Service	White	Female
Andrew Lovegrove	County Council Resources Directorate	Group Accountant	White	Male
Angela O'Boyle	Probation Board	Chair	White	Female
Andy Parker	Warwickshire Police	Assistant Chief Constable	White	Male
Ruby Sarkaria	County Council Treasurers	YOT Financial Manager	British Asian	Female
Brian Smith	Children, Young People & Families	Finance Manager	White	Male
Liz Stafford	Probation Services Warwickshire	Chief Officer	White	Female
Steve Stewart	Connexions	Executive Director	White	Male

## **C.2 PERFORMANCE AND QUALITY SYSTEMS**

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

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.

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

### **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.

### **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 Investor in People an individual's appraisal objectives are closely linked with the Team's aim of providing a high quality service.

### **C.3 RESOURCES**

#### **C3 a FINANCIAL RESOURCES**

Financial resources available to YOT are as set out in table A2 below. Warwickshire YOT is heavily 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, carers and victims, with several of these being entirely dependant on YJB grants.

As a demand led service and one that is required to deliver its services to exacting national standards, YOT is vulnerable to fluctuations in demand. For example, a recent increase in the use of secure remands for under 15 year olds and an increase in the use of reparation in court orders, have had a considerable impact on our budget.

The Management Board has agreed in principle a 3-year budget plan with the aim of maintaining current levels of performance and service provision.

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

**Table A1: Services planned for the financial year 2006 - 2007**

<b>Core Activity</b>	<b>Budget expenditure (£)</b>
<b>Prevention services</b>	<b>179,537</b>
<b>PACE Services</b>	<b>45,000</b>
<b>Pre-court services</b>	<b>110,000</b>
<b>Court-based services</b>	<b>110,000</b>
<b>Remand services</b>	<b>95,500</b>
<b>Community-based services</b>	<b>1,804,178</b>
<b>Through care/after care (including RAP)</b>	<b>55,500</b>
<b>Other orders</b>	<b>11,000</b>
<b>Total:</b>	<b>2,410,715</b>

**Table A2: Youth Offending Team Budget Financial Year 2006-2007 – Sources**

<b>Agency</b>	<b>Staffing Costs (£)</b>	<b>Payments in kind – revenue (£)</b>	<b>Other delegated funds (£)</b>	<b>Total (£)</b>
<b>Police</b>	<b>86,890</b>		<b>30,522</b>	<b>117,412</b>
<b>Probation</b>	<b>60,794</b>		<b>92,206</b>	<b>153,000</b>
<b>Connexions</b>	<b>15,000</b>			<b>15,000</b>
<b>Social Services**</b>				
<b>Education**</b>	<b>864,605</b>		<b>435,541</b>	<b>1,300,146</b>
<b>Health (from Table A2b)*</b>	<b>74,372</b>		<b>12,139</b>	<b>86,511</b>
<b>Local Authority Chief Executive**</b>				
<b>Additional Funding (from Table A2a)</b>	<b>669,977</b>		<b>68,669</b>	<b>738,646</b>
<b>Total</b>	<b>1,771,638</b>		<b>639,077</b>	<b>2,410,715</b>

\* Health are not yet able to confirm their contribution for 2006/07.

\*\* Reflects total contribution from Children, Young People and Families Directorate – recorded as required by YJB.

**Table A2a: Additional sources of income**

<b>Additional source</b>	<b>Amount (£)</b>
Single Regeneration Budget	
European Funding	
Youth Justice Board	698,646
Other – Local Public Service Agreement	40,000
<b>Total (for inclusion in Table A2)</b>	<b>738,646</b>

**Table A2b: Health service contributions to the Youth Offending Teams**

<b>Health contribution: Funding source</b>	<b>Amount (£)</b>
Source 1: North Warwickshire PCT	30,867
Source 2: South Warwickshire PCT	40,764
Source 3: Rugby PCT	14,880
<b>Total (for inclusion in Table A2)</b>	<b>86,511</b>

Health are not yet able to confirm their contribution to the YOT partnership.

### **C3 b PROGRAMME RESOURCES**

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

#### **Restorative Justice**

Through our work with criminal justice partners we have formed the Warwickshire Victim and Witness Information Partnership and have 2 YOT practitioners based in this multi-agency unit carrying out a countywide role with victims of crime.

We have an excellent Referral Order service with a dedicated group of panel members serving Youth Panels in the community.

Reparation and community payback is given high priority in Warwickshire and has led to the following organisations supporting us with reparation projects across the county.

- District Councils
- Rugby Art Gallery and Museum
- British Waterways
- Churches
- Age Concern
- Residential Units for learning disabled people
- Sporting Clubs
- Conservation Projects
- Charities
- Fire and Rescue Service

#### **Education**

Our ETE practitioners are working with partners to deliver:

- The Warwickshire Education Partnership – an ‘umbrella organisation’ with partners meeting to develop resources and promote the use of current resources e.g. the Plus materials and AQA accreditation.
- Motor projects with the help of sessional workers, Connexions, Police, Schools and the local Army Barracks
- Education about fire safety in collaboration with the Fire & Rescue Service
- Education Projects aimed at hard to reach young people with Bradby Youth Club, Pupil Reintegration Units and Positive Futures

#### **Parenting**

Together with partners from the statutory and voluntary sector we are developing parenting support services. Targeted support to parents and carers, provided by staff working within YOT, will contribute to a countywide strategy aimed at meeting the needs of a wide range of parents and carers.

#### **Mental Health**

Contributing to the county CAMHS strategy, mental health specialists within YOT contribute to multi-agency planning for young people assessed as having a mental health need. This can take the form of individual or family based work.

### **Substance Misuse**

As part of the multi-agency Young People's Substance Service, YOT's substance misuse practitioners provide targeted interventions for young people in the criminal justice system and they will contribute to the development of services for parents.

### **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 5 foster placements, used predominantly to support remand placements but occasionally can also be used to support multi-agency case plans.

YOT is represented on a multi-agency Supporting People sub-group, representing the accommodation needs of vulnerable young people across the county. Working together, we plan to commission an analysis of need to feed into Supporting People planning processes.

### **Diversionsary Developments**

YOT is represented on Positive Futures Steering Group, and also works in partnership with

- Leisure Trusts attached to District Councils
- Local charities supporting the development of Art and Music Projects
- Equal Project using Art and Music and Drama to divert young people away from crime
- YOT works closely with Positive about Young People who provide:
  - A wide range of diversionsary activities for young people
  - A mentoring service
  - Warwickshire's YISP (CHARM)
- The Arts Council to promote Art within the Youth Justice System
- The Fire and Rescue Service and Connexions in meeting LPSA2 targets to reduce the numbers of young people not in education, training or employment.

### **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.



### **C3 c INFORMATION TECHNOLOGY**

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

#### **Case management systems**

YOT uses a number of case management systems, which we are currently looking to integrate, to ease information sharing and service delivery.

**YOIS** - This is YOT'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).

**RYOGENS** - This is used to identify those young people at risk of anti-social behaviour and crime. It is also currently being used to pilot the use of the Common Assessment Framework in Warwickshire. By comparisons between this and YOIS we can identify those young people receiving preventative support who have moved into the criminal justice system.

**Carefirst** - This is the system used by Children, Young People and Families staff. YOT use this system to identify when we are involved with a young person and to identify if social services are also involved.

#### **Secure/e-mail**

Communication systems are delivered through e-mail both within YOT and to external partners. Warwickshire YOT is a CJIT pilot site for secure e-mail developments so where information being transferred is of a 'restricted' nature this is transmitted using secure e-mail. Agencies to which YOT send secure e-mail include the secure estate, YJB, courts services, crown prosecution service, police, probation and our local LCJB business unit.

With the introduction of the country's first multi-agency Justice Centre, Warwickshire is currently developing a secure intranet service within the Centre to aid multi-agency communication. Once developed this will also be used by the Southern Warwickshire Justice Centre when opened.

#### **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 YOT.

#### **Secure portal**

YOT staff within the multi-agency Victim and Witness Information Partnership (VIP) receive tracking information regarding victims and witnesses via the 'secure portal'; again developed with CJIT as a precursor to the 'secure exchange'. This is shortly to be closed when VIP move to using the new Witness Case management system. This speeds up the delivery of victim information to YOT staff aiding our delivery restorative processes to victims of youth crime.

### **Internet**

This is used by all staff and is also available for use with young people, aiding education sessions and work with Connexions in particular.

### **IT use by young people**

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

### **Orange Box**

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

### **Video conferencing**

This has recently been adopted in an attempt to provide access to young people detained in custody. We are also exploring its potential to aid communication across the Team, reducing time and expense spent of travelling between locations. Video conferencing is also a consideration in restorative processes, providing victims and young offenders with an opportunity to communicate in a way which can be less threatening than meeting within the same room.

### **Mobile working**

New methods of recording whilst not in the office are shortly to be available to staff through the use of tablets and wireless technology.

## **C.4 PEOPLE AND ORGANISATION**

### **C4 a WORKFORCE PLANNING**

Recruitment of sessional staff, and volunteer Panel Members continues to be a feature in our flexible deployment of staff. (See Table A3 for a detailed breakdown).

The YJB prevention grant has enabled us to create parenting support posts and others to support our contribution to tackling anti social behaviour. YOT's contribution to Warwickshire's LPSA2 targets also supports the recruitment of YOT practitioners to undertake the work to reduce re-offending and engage victims.

Integrated children's service developments are providing opportunity for us to engage in national developments driven by the Every Child Matters, Workforce Development Strategy e.g The Common Core Skills and Knowledge, and the Common Induction Standards for Children's Services

We continue to improve our recruitment campaigns and work with partner agencies to attract people from those areas of the community that are currently under represented. We are developing a menu of advertising and publicity formats, making use of the media e.g. Coventry and Warwickshire Local Television Pilot, where YOT has already been involved in a mini production series. TV and radio has enabled us to reach a greater number of people countywide, and to recruit from a wider pool of people reflecting the cultural diversity of Warwickshire.

**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			21	1	14	28		32	106
Fixed Term					1						1
Seconded Social Services											0
Seconded Probation					2						2
Seconded Police					2						2
Seconded Health						4					4
Seconded Education											0
Seconded Connexions						1					1
Seconded Other											0
Outsourced											0
Temporary									3		3
Vacant		1.6	2		2		1.6				7.2
<b>TOTAL</b>	<b>1</b>	<b>10.6</b>	<b>2</b>		<b>28</b>	<b>5</b>	<b>15.6</b>	<b>28</b>	<b>3</b>	<b>32</b>	<b>126.2</b>
Gender/Ethnicity											
White Male		1			9	3	1	13	1	8	36
Black Male								1			1
Asian Male											0
Mixed Race Male											0
Chinese/Other Male											0
White Female	1	7			17	2	13	14	2	23	79
Black Female											0
Asian Female		1								1	2
Mixed Race Female											0
Chinese/Other Female											0
TOTAL											118
Welsh Speakers											0

## **C4 b WORKFORCE DEVELOPMENT**

The role of the Organisational Development Officer continues to grow with the changing needs of the organisation. Links with the parent agencies continue to be robust for all HR and Learning and Development needs during this time of significant change, for all partner agencies.

### **Partnership**

Partnership working is a key driver in the Children's arena with the emerging developments of the WCC Children, Young People and Families Directorate which aims to bring agencies together within one directorate and YOT is flagged up as being a model of good practice.

YOT staff provide and receive development opportunities, which are common to one or more partners, with specifically targeted workshops and seminars for Magistrates and Panel Members. Programmes and events are made available to other identified agencies as and when possible.

The YOT continues to develop new posts and initiatives with the allocation of new funding, such as the YJB prevention funding. The organisational structure is regularly reviewed to ensure it supports the most effective delivery of services, with systems and processes which underpin the workforce development of the YOT being continuously improved.

### **YJB Learning and Development Strategy**

We now have a total of 9 practitioners who have gained the PCEP and 4 who will achieve this in 2006. We currently have one member of staff undertaking the first year of the Foundation Degree, funded by YJB and provided by Nottingham Trent University.

A challenge for YOT in the future is if we will be able to provide candidates for the YJB programmes with the changes to the funding available.

The ODO continues to attend the Regional Steering Group and a number of joint working and integrated service groups countywide.

### **Learning and Development Plan 2006 –2007**

The Learning and Development Plan is in the process of being drawn up, based on outcomes of appraisal and external drivers

### **Investors in People**

YOT gained ongoing recognition as "Investors in People" on 23<sup>rd</sup> November 2006 for a period not exceeding three years. The interviews, assessed against the new standards, included sessional staff and panel members.

**YOT STAFF ROLES AND RESPONSIBILITIES 2006/07**

<b>RECOMMENDED KEY TASKS</b>	<b>ETE</b>	<b>MENTAL HEALTH</b>	<b>POLICE</b>	<b>PROBATION</b>	<b>SOCIAL WORKERS</b>	<b>SWIT second year and above</b>	<b>YOT PRACTITIONERS and SWIT first year</b>	<b>SUBSTANCE MISUSE</b>
Action Plan Orders	/	/	/	X	X	X	X	/
Appropriate Adult	•	•	•	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
ISSP	/	/	/	X	X	/	/	/
LAC/Remand To LAA	/	/	•	•	X	/	/	/
Office Duty	/	•	/	X	X	X	X	/
Other Reports	X	X	X	X	X	X	X	X
Parenting Assessment	/	/	/	/	X	X	X	/
Parenting Groups	/	/	/	/	/	X	X	/
Parenting Orders	/	/	/	/	/	X	X	/
PPO	/	/	/	X	X	X	/	/
Referral Orders	/	/	X	X	X	X	X	/
Rehab/detox assessment	/	/	/	/	/	/	/	X
Reparation Orders	/	•	•	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
Training Delivery	X	X	X	X	X	X	X	X
Victim Assessment	•	•	/	•	•	•	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.

# **Performance Summary January - December 2005**

and

# **Delivery Action Plan April - March 2006/07 (Available Electronically)**

**PREVENT OFFENDING**

**Overview**

Performance has exceeded this target, with a 6% reduction of young people entering the youth justice system compared with 2004. Reduction in the number of new entrants amongst the younger age group (10-13) looks particularly positive with a fall of more than 50% since 2001. This information fits well in tackling the onset of early criminal behaviour in the light of evidence, which suggests that early criminal behaviour is likely to be long lasting.

Warwickshire’s model of a Youth Inclusion and Support Panel (CHARM), managed by Positive about Young People, is funded by the Children’s Fund and therefore only targets young people up to and including 13 years. Unless the work of CHARM is funded to include young people over the age of 13 we cannot anticipate seeing further significant reductions in the numbers of young people entering the criminal justice system.

RYOGENS information sharing and referral system continues to be used by a range of agencies to alert CHARM to young people at risk and its use is being extended to support integrated children’s service developments in Warwickshire.

Partners have not prioritised any expansion of CHARM for 2006/07 and the only available contribution to this aim is the YJB prevention funding. YOT has commissioned CHARM to work with 50 young people aged 14-17, in one of Warwickshire’s five Districts. The target group will be young people identified as being on the margins of anti-social or criminal behaviour and at risk of legal action being taken against them.

In addition to extending the role of CHARM the YJB prevention funding will be used to develop a parenting service for parents of young people known to YOT. This is being achieved in conjunction with a range of other providers as part of a countywide parenting strategy.

YOT’s contribution to tackling anti-social behaviour will be enhanced by a new post, funded by the YJB prevention grant, which as well as directly working with young people, will provide consistent and regular communication between YOT and the 5 CDRPs, PPO groups and anti-social behaviour groups.

The remainder of the grant will be used to develop multi-agency interventions using new facilities at our Rugby site.

**Data:**

<b>KPI: 05/06 Jan – December actual and % against target</b>	<b>619 against target of 625</b>
<b>KPI: 06/07 target</b>	<b>Less than 619 young people entering the youth justice system</b>



**INTERVENE EARLY**

**Overview**

YOT has not been able to recruit to a police vacancy for the majority of this reporting year. The remaining police practitioner has not been able to provide a service to all the young people identified in this intervention group and our ability to achieve this target was hampered.

This position has now been successfully filled and we anticipate performing well against this target in 2006/07.

**Data: Final Warnings**

<p><b>KPI: 05/06 Jan – December actual and % against target</b>                  64.6% of final warnings were supported by interventions, against an 80% target.</p>	<p><b>EPQA: 2003 rating</b></p>	<p><b>2</b></p>
<p><b>KPI: 06/07 target (new KPI)</b>                  Ensure that 100% of young people on final warnings are supported by an intervention if:-</p> <ul style="list-style-type: none"> <li>➤ Asset score is greater than or equal to 12, or</li> <li>➤ There are any concerns or risk of serious harm to others, or</li> <li>➤ Their score is less than 12 but any sections score 4</li> </ul>	<p><b>EPQA:20 05 result</b></p>	<p><b>3</b></p>

## PROVIDE INTENSIVE COMMUNITY SUPERVISION

### Overview

The ISSP Quality Assurance Review carried out in May 2005 by the Youth Justice Board resulted in commended status for Warwickshire. We scored maximum points for:

- Training
- Management
- Service development
- Monitoring and evaluation

Whilst we scored satisfactorily on all other areas the main areas for improvement were identified as follows:

- Recording by practitioners to evidence action taken
- Involving young people, parents and carers in developing and improving programmes
- Exit strategies for young people completing ISSP's

Warwickshire Youth Offending Service is funded by the YJB for 19 places per year. However since April 2005 to mid end March 2006 there have been 26 'starts' on ISSP. These have been programmes as a condition of court sentences, post-custody licence and bail programmes. The successful completion rate of these 26 programmes was 58%, slightly higher than the national average.

The target for starts as required by the Youth Justice Board has been achieved (50% community sentences; 30% attached to licence period of custodial sentence; 20% condition of bail). The most successful ISSP's 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. The least successful have been Bail ISSP's where the level of assessment has been limited because of time constraints linked to Court appearances.

A fortnightly multi-agency ISSP Panel has been successful and well attended by partners including Barnardo's, Health, Connexions, Serco, Police and YOT 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.

A Crown Court Judge sentenced two Warwickshire young people to a non-custodial sentence on the understanding that they were subject to a 12 month ISS programme, instead of the usual maximum of 6 months. Arising out of this, negotiations have been initiated between Warwickshire YOT, the Youth Justice Board and Coventry Youth Offending Service to extend the use of this type of ISSP. We hope to implement this in 2006-7 if appropriate.

**REDUCE RE-OFFENDING**

**Overview**

	<b>Outturn 2003</b>	<b>Outturn 2004</b>	<b>Target 2005</b>	<b>Outturn 2005</b>
	<b>2001 cohort % re-offending within 24months</b>	<b>2002 cohort % re-offending within 24m</b>		<b>2003 cohort % re-offending within 24m</b>
<b>Pre-court</b>	25.9	32.4		23.7
<b>Community penalties</b>	78.0	75.0		61.6
<b>Custody</b>	77.7	75.0		75.0
<b>Overall</b>	<b>48.0</b>	<b>53.0</b>	<b>50.4</b>	<b>40.0</b>

We have achieved this target of reducing re-offending by young people based on the random cohort selected by the YJB in October 2003 and tracked for 24 months.

The risk factors contributing to the likelihood of re-offending during 2005 were identified as two main points "Thinking and Behaviour" along with "Lifestyles" and "Family and Personal Relationships"

A reduction in offending in relation to "Thinking and Behaviour" and "Lifestyles" will be achieved through the continuous development of assessment and planning skills amongst YOT 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.

In addition, through the Local PSA grant we will appoint a senior case manager, who will hold a caseload of young people with complex and high risk behaviours.

A reduction in offending in relation to "Family and Personal Relationships" will be achieved by the appointment of two YOT Practitioners to specialise in parenting and family work where this is identified as a risk factor in the likelihood of further offending by young people.

**Data:**

<b>KPI: 05/06 actual (Oct-Dec cohort) and % against target*</b>	<b>40% against 50.4% target</b>
<b>KPI: 06/07 target</b>	<b>48%</b>

Through Warwickshire's LPSA2 agreement we aim to improve the rate of "re-offending within 12 months" over the next three years. Without Local PSA funding we forecast that we will achieve 38% of young offenders re-offending during 2006. However, with Local PSA we aim to achieve 37% of young offenders identified in the 2005 cohort re-offending during 2006.

**REDUCE THE USE OF CUSTODY**

**Overview**

This KPI has been achieved in the use of custody in **court sentencing**. This has been achieved through rigorous gate-keeping of all Pre-Sentence Reports, robust proposals to the Court with realistic options, including a proposal of custody if it is necessary. We enjoy a strong relationship with the Combined Courts Service and sentencers for whom we facilitate joint seminars twice a year. 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.

34 young people received custodial sentences during 2005, representing a 50% increase compared with 2004. All were white and a majority of 32 were male. Most were aged between 16 -18 years. Since 2003 the figures represent a 100% increase.

The target in relation to the **use of custody for periods of remand** has not been achieved, due partly to lack of resources to provide 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 YOT partnership in 2005 but resources have not been provided to support these improvements.

There has been a notable increase in serious offences committed by a few young people in Warwickshire and analysis of the remands in custody during 2005 indicates that they were appropriate in terms of public protection and YOT risk assessments. Where a viable alternative to remand in custody can be put forward to the court this is always done and may involve the use of our remand fostering facility provided by Barnardos, or an intensive supervision programme with the young person placed at home.

Where we fail, is in our capacity to provide formal bail supervision as required by YJB National Standards for other young people at risk of re-offending on bail or not attending subsequent court hearings.

There has been a marked increase in the use of secure remands to Local Authority Accommodation or Secure Training Centres, costing YOT a total of £120,000. In 2005 there were 5 young people remanded in secure units and 17 remanded in custody (Young Offenders Institute).

**Data:**

<b>KPI: 05/06 Jan-December actual and % against target (remand)</b>	49% against target of 30% or less	<b>KPI: 05/06 Jan-December actual and % against target (custody)</b>	5.6% against target of 6% or less	<b>EPQA: 05 rating (where applicable)</b>	2
<b>KPI: 06/07 target</b>	30%	<b>KPI: 06/07 target</b>	5%	<b>EPQA: 07 target</b>	3

**ENSURE THE SWIFT ADMINISTRATION OF JUSTICE**

**Overview**

This KPI requiring the timely preparation of pre-sentence reports for the courts has been consistently achieved. We have worked with the courts to ensure that Pre-Sentence Reports (PSR) are only requested when necessary. The Court will always consider whether other methods of gaining the information they require to enable sentencing are appropriate, for example stand down reports or sentence specific reports which can be delivered on the same day.

Warwickshire YOT benefits from strong collaboration amongst criminal justice agencies, enabling good performance in our shared targets. The Persistent Young Offenders (PYO) multi agency group is a good example of this. The group ensures not only that the PYO pledge is met (71 days from arrest to sentence), but that other targets such as the PSR target are also met.

We expect to maintain our excellent standards in this target.

**Data:**

<b>KPI: 05/06 Jan-December actual and % against target</b>	<b>100% of PSR's were completed in line with PYO (10 working days) and Non PYO (15 working days) standards</b>
<b>KPI: 06/07 target</b>	<b>90% of PSR's to be completed in line with PYO (10 working days) and Non PYO (15 working days) standards</b>

**ENSURE EFFECTIVE AND RIGOROUS ASSESSMENT**

**Overview:**

**ASSET**

We have seen a marked improvement in the quality and consistency of assessments at each of the 5 required stages of case planning, achieving an overall performance of 98% in the timeliness of assessments. This has in part been achieved through successful in-house training and an emphasis during 2005 on the requirement to accurately identify need in order to refer to and secure for young people YOT services such as mental health, substance misuse and education.

We have achieved improvements identified in the EPQA action plan and improved our rating from 2 to 3 (0-3) during 2005.

**DTO Planning**

Improvements in staffing capacity at Brinsford YOI, where the majority of young people from Warwickshire are placed, have enabled a performance in this target of 82%. However, where young people are placed in other establishments, they are not always able to accommodate planning meetings within prescribed timescales even though YOT is.

We are confident that we will be able to continue to offer to attend and Chair DTO planning meetings as required.

**Risk assessment and management**

Warwickshire Youth Offending Team is moving towards a risk led approach to targeting resources. All specified offences will be the subject of a Risk of Serious Harm assessment and those that present a high risk of harm or a very high risk of harm will be subject to a multi-agency risk meeting in line with our policies. Such cases will be closely monitored with intensive interventions and referred to MAPPA. Other referrals if appropriate will be to the local 'Prolific and other Priority Offender Groups' therefore involving other agencies such as the police and district council in the management of these cases.

Those considered to be a low risk of harm will have less intensive intervention and could be managed through either a Supervision and Support Session or a group programme such as 'Two Wheels'.

The risk of harm policy will be reviewed and training for all practitioners undertaken in 2006/07.

<b>KPI: 05/06 Jan-Dec actual and % against target (ASSET)</b>	<b>98% against 100% target</b>	<b>KPI: 05/06 Jan-Dec actual and % against target (DTO)</b>	<b>82% against 100% target</b>	<b>EPQA: 2003 rating</b>	<b>2</b>
<b>KPI: 06/07 target</b>	<b>100%</b>	<b>KPI: 06/07 target</b>	<b>100%</b>	<b>EPQA: 2005 result</b>	<b>3</b>

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

**Overview**

In 2005 our Effective Practice Quality Assurance submission for ETE was validated with the highest rating of 3. This was the highest score in the West Midlands reflecting the quality of our partnerships and individual work with young people. However, we have consistently underperformed in achieving the ETE target of 90% of young people being in *full-time* education, training or employment. From our own analysis of the situation in Warwickshire we believe that a small percentage of the young people known to YOT have ETE needs which are extremely difficult to meet. We are working in partnership with other agencies and with schools to identify the barriers to achieving ETE for this group and solutions to these. 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 YOT remain vulnerable to a lack of appropriate ETE opportunities.

In 2005, training was provided for practitioners and managers in a concerted effort to improve 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 YOT 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 Warwickshire Education Partnership continues to offer a forum for countywide initiatives to be developed and to promote the use of PLUS teaching materials. The possibility of extending the partnership to become the Coventry and Warwickshire Education Partnership is under consideration currently. Two of Warwickshire YOT's projects have been submitted for inclusion on the YJB's 'emerging good practice' website.

The protocol between YOT/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, will launch the new protocol for Coventry and Warwickshire agencies on May 4th 2006.

In 2006 YOT, WCC and Connexions will work with a YJB funded internal consultant to explore obstacles to improvement in this KPI. Recommendations for achieving improvement will be made to the YJMB.

**Data:**

<b>KPI: 05/06 April-December actual and % against target</b>	<b>50% against 90% target</b>	<b>EPQA: 2003 rating</b>	<b>2</b>
<b>KPI: 06/07 target</b>	<b>90%</b>	<b>EPQA:2005 result</b>	<b>3</b>

**SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION**

**Overview**

The near achievement of this target reflects a relatively low level of need for supported or independent accommodation for young people known to Warwickshire YOT. However, where this is required, the lack of suitable accommodation for young people aged 16 and 17 creates significant difficulties for them. Warwickshire is a rural area with five market towns and at times young people need to move on a temporary basis into a neighbouring City with little or no time for preparation. This is costly and not suitable for young people who would prefer to live in their own communities with their own network of support.

Housing Benefits claims can take up to 6 months to be approved and this creates difficulties in funding emergency accommodation. YOT is not funded to meet this need but in order to support young people and tackle a significant risk factor this has at times been necessary.

The Persistent and other Priority Offenders (PPO) strategy creates opportunities to more systematically work with District housing authorities to identify the needs of individuals and work with the PPO group to help meet these. However, a lack of suitable accommodation hinders the capability to achieve positive outcomes in all cases.

YOT contributes to a recently formed Supporting People sub-group representing the needs of young people known to a number of agencies, and we have strong links with a number of voluntary sector accommodation advice and support services.

With young people under 16 years and others who are assessed as vulnerable or “in need” we work closely with the Children, Young People and Families Department in assessing their needs and planning to meet these. Where necessary the Barnardos fostering facilities are used as an interim placement, pending the identification of suitable, longer-term accommodation. Where young people are eligible for leaving care support, YOT and leaving care teams work together to ensure that plans are put in place.

**Data:**

<b>KPI: 05/06 - named officer</b>	<b>Brian Weatherall Tara Moore</b>	<b>KPI: 05/06 Jan-December actual</b>	<b>96% in satisfactory accommodation</b>
<b>KPI: 05/06 target</b>	<b>100% to be in Satisfactory accommodation</b>	<b>KPI: 06/07 target</b>	<b>100%</b>



**SUPPORT ACCESS TO MENTAL HEALTH SERVICE**

**Overview**

In 2005 Warwickshire YOT submitted a mental health Effective Practice Quality Assurance (EPQA) assessment to the YJB and achieved a rating of 2 (range of 0-3) with an action plan agreed to improve this during 2006.

We consistently achieve 100% against the KPI for Mental Health services and YOT health practitioners are highly regarded for the service they provide to young people. It is recognised that, when at full strength, the health provision within the team is exemplary due to the diverse skills of the practitioners. A health performance review was undertaken in August 2005 and a snapshot was taken of the health practitioners' caseloads. This evidenced their high workload and the efficiency of the processes in place for referring young people with identified needs to them.

The systems set in place for recording interventions, collecting data and monitoring caseloads are gaining acceptance and whilst we still have improvements to make in these areas, progress is being made.

Consultation with health practitioners for other YOT practitioners continue to be valued and have proved to be beneficial 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.

There has been an improvement in the use of assessment tools (SqiFA and SIFA) and prioritising interventions according to risk assessment, is ensuring that resources are appropriately targeted and urgent cases dealt with expediently.

PCTs are not able to confirm their financial contribution to the YOT partnership until the end of April 2006. Without the current level of health resources it is unlikely that this KPI will continue to be met.

**Data:**

<b>KPI: 05/06 Jan - December (Acute)</b>	<b>100%</b>	<b>KPI: 05/06 Jan - December (non-acute)</b>	<b>100%</b>	<b>EPQA: 2005 rating (where applicable)</b>	<b>2</b>
<b>KPI: 06/07 target</b>	<b>100%</b>	<b>KPI: 06/07 target</b>		<b>EPQA: 2007 target</b>	<b>3</b>

**SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES**

**Overview**

We have achieved 96% against a target of 100% in the screening of young people for substance misuse and accessing their treatment within prescribed timescales.

YOT substance misuse staff are part of the Warwickshire Young People's Substance Misuse Service, located within YOT and funded by the YJB. YOT is represented at the strategic joint commissioning group and the DAAT partnership Board.

During 2005 one of two substance misuse staff left YOT. Since that time, and until the recent appointment of another full-time worker, sessional staff have worked with young people identified as having substance misuse problems, with the remaining Substance Misuse practitioner focusing on the screening and delivery of Tier 3 services.

We have worked closely with partners to disseminate consistent information to young people and parents including initiating and participating in a multi-agency 'keep yourself safe' event in Rugby, designed to provide information and details of how to access services. This involved the Fire and Rescue Service, Police, Age Concern and YOT and was broadcast by a local radio. YOT also initiated the production of resources for use in school in conjunction with Warwickshire Police, and Positive About Young People. This will be distributed by April 2006 for use in secondary schools throughout the county.

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

In September 2006 we will submit an Effective Practice Quality Assurance self-assessment to the YJB.

**Data:**

<b>KPI: 05/06 Jan-December actual and % against target (Assessment)</b>	<b>96% - target 100%</b>	<b>KPI: 05/06 Jan-December actual and % against target (specialist assessment)</b>	<b>96% - target 100%</b>	<b>KPI: 05/06 Jan-December actual and % against target (early access to intervention)</b>	<b>96%</b>
<b>KPI: 06/07 target</b>	<b>100%</b>	<b>KPI: 06/07 target</b>	<b>100%</b>	<b>KPI: 06/07 target</b>	<b>100%</b>

**SUPPORT RESETTLEMENT INTO THE COMMUNITY**

**Overview**

Resettlement should enable young people leaving custody, whatever their background or circumstances, to be given the support they need to reduce the risks of re-offending.

In 2005 an Effective Practice Quality Assurance self-assessment of YOT's resettlement services was undertaken with a YJB rating of 2 (0-3) achieved. The attached action plan sets out our agreed areas for improvement.

34 young people were sentenced to custody in 2005, a 50% increase since 2004. All were white and a majority of 32 were male. Most were aged between 16 -17 years at the point of sentence.

There are no local young offenders institutions. Nuneaton Court is in the Brinsford (Wolverhampton) catchment area and Leamington, with Warwick Crown Court being in the Ashfield (Bristol) area. Young people from Warwickshire are placed in other locations that are not easily accessible and the inconsistency of location makes the development of working partnerships and networks difficult.

Resettlement provision for young people assessed as posing a serious risk of harm is comprehensive, with referral to multi-agency public protection arrangements (MAPPA) when necessary. A range of specialist services and partner agencies are used throughout the sentence, and links with victims maintained through our staff in Warwickshire's Victim and Witness Information Partnership.

Where appropriate, young people being released from custody on licence will be considered for a place on the Intensive Supervision and Surveillance Programme. This part of the Youth Offending Service was audited by the YJB in May 2005 and was commended as a comprehensive and successful programme.

The recently published document "Youth Resettlement – a framework for action" sets out what needs to be done to develop resettlement capability nationally, and the approaches to be taken regionally and locally. We look forward to regional developments, such as protocols between YOTs in the West Midlands with YOIs and to working with key partners at a local level to improve opportunities for young people to be resettled into their communities.

**Data: Resettlement**

<b>EPQA: 2005 rating</b>	<b>2</b>	<b>EPQA: 2007 target</b>	<b>3</b>
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**PROVIDE EFFECTIVE RESTORATIVE JUSTICE SERVICES**

**Overview**

The target for 2005 was “to ensure that 75% of victims of all youth crime referred to YOT are offered the opportunity to participate in restorative process and ensure that 75% of victims participating are satisfied with the process.” We have exceeded this target during 2005 and, benefiting from having practitioners working in the multi-agency Victim and Witness Information Partnership, have achieved 90% and 96% respectively.

YOT has developed its assessment tool, ASSET, to incorporate the victim's wishes to participate in a restorative process and practitioners have received training to represent the victim's perspective within their work with young people.

We have increased the use of restorative justice with most Court Orders. However, there are still some orders that need further exploration, such as Detention and Training Orders. The plans to overcome these barriers are explained in the action plan.

Victims are given a choice of different methods of participation in the restorative justice process including face-to-face apologies, receipt of a letter of apology, restorative conferencing, video conferencing, direct reparation by the young person or “community payback” reparation. They also have the opportunity to attend Referral Order Panels where mediation between the victim and offender is facilitated.

Practitioners have received training in the use of video conferencing equipment for use in facilitating communication between victims and offenders. This is available in YOT offices in Nuneaton, Rugby and the Victim and Witness Information Partnership office in Leamington.

During 2005 the Local Criminal Justice Board (LCJB) received guidance about the implementation of restorative justice in the adult criminal justice system. The Head of the Youth Offending Service has Chaired a multi-agency group which considered the implications of the guidance and set out an action plan identifying how we can locally build on current practices.

**Data:**

<b>KPI: 05/06 Jan-December actual against 75% target (intervention)</b>	<b>90%</b>	<b>KPI: 0405/06 Jan-December actual against 75% target (satisfaction)</b>	<b>96%</b>
<b>KPI: 06/07 target</b>	<b>75%</b>	<b>KPI: 06/07 target</b>	<b>75%</b>

**SUPPORT PARENTING INTERVENTIONS**

**Overview**

In 2005 we achieved an EPQA rating of 2 out of a scale 0-3. This was satisfactory given the resources available but there was an acknowledgement that with extra resources a substantial improvement could be made on our good, but limited services for parents/carers and families.

Performance relating to parenting support showed a significant improvement during 2005 and a total of 14% of parents of young people subject to a YOT intervention received their own programme of support. This was against a target of 10%.

99% of parents receiving those interventions said they were satisfied with the service provided.

From April 2006 – March 2008 YJB prevention funding will support the recruitment of specialist staff to provide services to parents. YOT parenting staff will work closely with other parenting specialists in the county, developing joint initiatives and contributing to a countywide, multi-agency parenting strategy with partners including the local authority, Children’s Fund and voluntary sector providers.

**Data:**

<b>KPI: 05/06 Jan-Dec actual and % against 10% target (Interventions)</b>	<b>14%</b>	<b>KPI: 05/06 Jan-Dec actual and % against 75% target (Satisfaction)</b>	<b>99%</b>	<b>EPQA: 2004 rating</b>	<b>1</b>
<b>KPI: 06/07 target</b>	<b>10%</b>	<b>KPI: 06/07 target</b>	<b>75%</b>	<b>EPQA: 2005 result</b>	<b>2</b>

**ENSURE EQUAL TREATMENT REGARDLESS OF RACE**

**Overview**

Review of offending behaviour programmes is complete and all new programmes will be assessed for appropriateness and relevancy to BME groups as for gender etc.

Targets for offences committed by BME groups have been achieved with the exception of public order offences committed by young people of mixed parentage, which has increased to 10% against a target of 7%.

Continued analysis of offences will be undertaken during 2006/07.

**SECTION E - REVIEW AND APPROVAL**




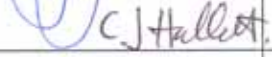
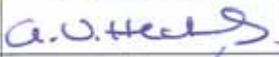

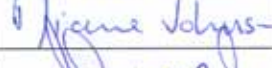

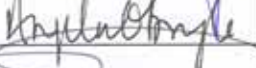



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**Table B: Schedule for review of plan:**

Review date	Reviewer
<p><b><u>Performance Review</u></b></p> <p>26<sup>th</sup> May 2006                  24<sup>th</sup> August 2006                  23<sup>rd</sup> November 2006                  February 2007</p>	<p><b><u>Head of Service</u></b></p>
<p><b><u>Youth Justice Management Board</u></b></p> <p>24<sup>th</sup> July 2006                  24<sup>th</sup> October 2006                  January 2007                  April 2007</p>	<p><b><u>Youth Justice Management Board</u></b></p>

WARWICKSHIRE YOUTH JUSTICE PLAN 2006 - 2007

Table C: Signature of approval

	Name of Chief Officer	Signature	Date
Police Authority	Phillip Blundell		
Combined Courts Service	John Buckley		
Children, Young People & Families Directorate	Elizabeth Featherstone		
County Council	Cllr. Peter Fowler		
Chief Executive of the Local Authority	Jim Graham		
Children, Young People & Families Directorate	Chris Hallett		
Primary Care Trust	Anne Heckels		
County Council	Cllr. Richard Hobbs		26/4/06
Head of Service (YOT)	Diane Johnson		26/4/06
County Council Treasurers	Andrew Lovegrove		
National Probation Service Warwickshire	Angela O'Boyle		26/4/06
Warwickshire Police	Andy Parker		26/4/06
Youth Offending Team	Ruby Sarkaria		26/4/06.
Children Young People & Families	Brian Smith		
National Probation Service Warwickshire	Liz Stafford		26/4/06.
ConneXions	Steve Stewart		

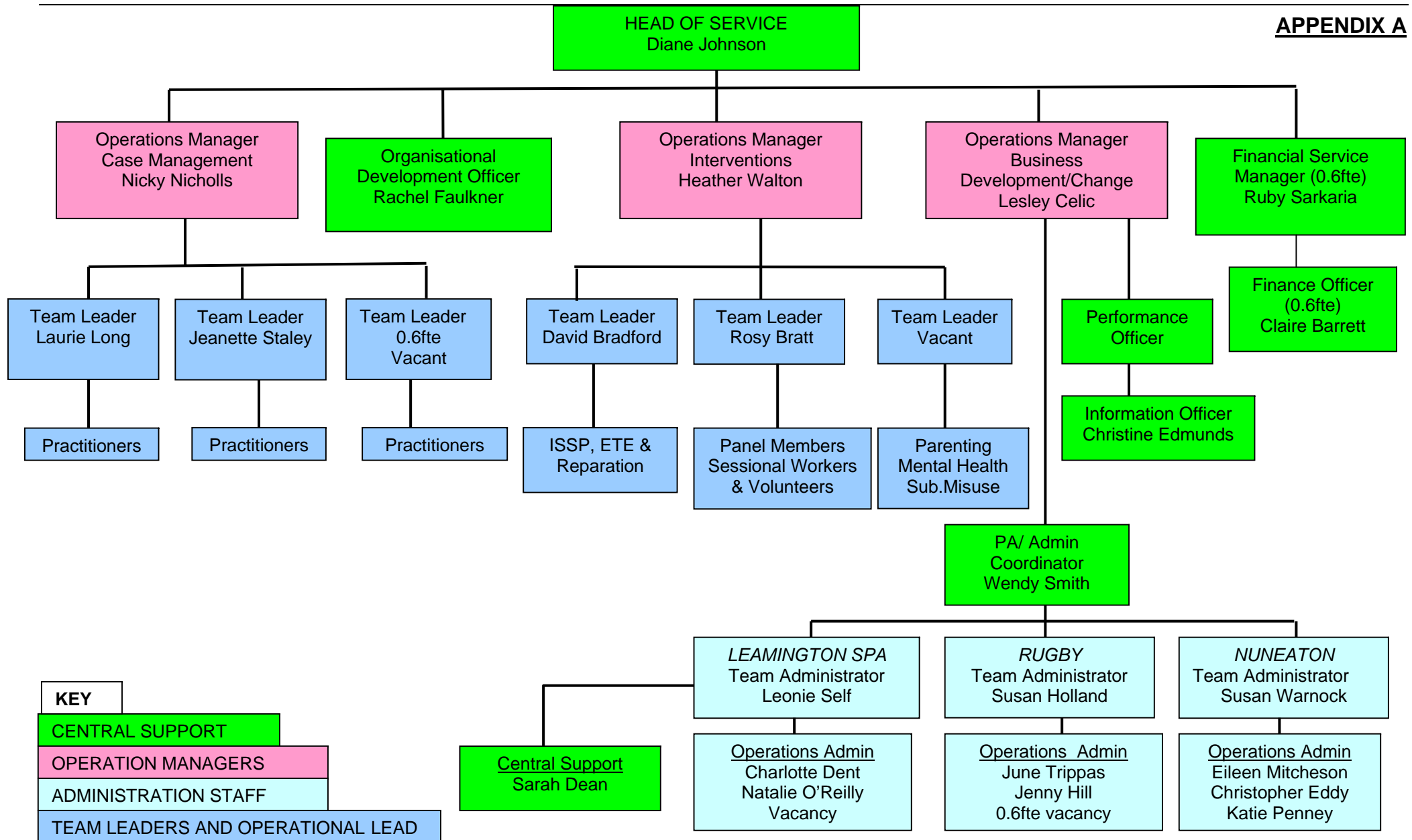


## **SECTION F - APPENDICES**

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APPENDIX A: Warwickshire Youth Offending Service Structure Chart

APPENDIX B: Performance Measures



**APPENDIX B: PERFORMANCE MEASURES**

**KPIs**

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

Theme and measure	2004/05 outturn	2005 Jan-Dec Outturn	2006/07 Target
<p><b>Prevent offending (target since 05/06):</b> Reduce year on year the number of first time entrants to the youth justice system by identifying children and young people at risk of offending or involvement in anti-social behaviour through a YISP or other evidence-based targeted means of intervention designed to reduce those risks and strengthen protective factors as demonstrated by using ONSET or other effective means of assessment and monitoring</p>	657	619	585
<p><b>Prevent Offending (old target):</b> At least 200 young people are identified and targeted for support each year</p>		NEW TARGET	
<p><b>Intervene early (new target):</b> Ensure that 100% of young people on a final warning are supported by an intervention if: - 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</p>			100
<p><b>Intervene early (old target):</b> Ensure that 80% of all final warnings are supported by an intervention programme</p>	82%		64.6%

Theme and measure	2004/05 outturn	2005 Jan-Dec Outturn	2006/07 Target
<b>Reduce re-offending:</b> 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:	<b>2002 cohort % reoffending after 24 months: (Cohort 3)</b>	<b>2003 cohort % reoffending after 24 months (if available): (Cohort 4)</b>	<b>2004/05 cohort % reoffending after 24 months: (Cohort 5)</b>
Pre-court	36.8%	26.7%	Reduction of 5%
First tier penalties	74.2%	65.9%	Reduction of 5%
Community penalties	80%	75%	Reduction of 5%
Custody	80%	75%	Reduction of 5%
<b>Reduce the use of custody (secure remands):</b> Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional / unconditional bail) to 30%	56%	50%	30%
<b>Reduce the use of custody (custodial sentences):</b> Reduce the number of custodial sentences as proportion of all court disposals to 5%	4.7%	6.3%	Reduce to 5%
<b>Ensure the swift administration of justice:</b> Ensure that 90% of pre-sentence reports are submitted within <b>10 days for PYOs</b>	85%	100%	90%
Ensure that 90% of pre-sentence reports are submitted within <b>15 days for general offenders</b>	88%	100%	90%
<b>Ensure effective and rigorous assessment, planning and supervision</b> Ensure that 100% of assessments for <b>community disposals</b> are completed at <b>assessment</b> stage	88%	93%	100%
Ensure that 100% of assessments for <b>community disposals</b> are completed at <b>closure</b> stage	93%	99%	100%
Ensure that 100% of assessments for <b>custodial sentences</b> are completed at <b>assessment</b> stage	96%	100%	100%

Theme and measure	2004/05 outturn	2005 Jan-Dec Outturn	2006/07 Target
Ensure that 100% of assessments for <b>custodial sentences</b> are completed at <b>transfer</b> stage	100%	100%	100%
Ensure that 100% of assessments for <b>custodial sentences</b> are completed at <b>closure</b> stage	94%	100%	100%
Ensure that all <b>initial training plans for DTOs</b> are drawn up within <b>10</b> working days of sentences being passed	89.6%	82%	100%
<b>Support young people engaging in education, training and employment:</b> Ensure that 90% of young offenders who are supervised by the Yot are either in full-time education, training or employment.	62%	50%	90%
<b>Support access to appropriate accommodation:</b> Ensure that all Yots have a named accommodation officer and that 100% of young people subject to final warnings with intervention, relevant community based penalties or on release from the secure estate have suitable accommodation to go to	93%	93.9%	100%
<b>Support access to mental health service:</b> Ensure that all young people who are assessed by ASSET as manifesting <b>acute mental health</b> 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 service based on this assessment	100%	100%	100%
Ensure that all young people who are assessed by ASSET as manifesting <b>non-acute mental health concerns</b> are referred by the YOT for an assessment and engagement by the appropriate CAMHS tier (1-3) commenced within 15 working days	100%	100%	100%
<b>Support access to substance misuse services:</b> Ensure that all young people are screened for substance misuse	100%	85%	100%
Ensure that all young people with identified needs receive appropriate specialist assessment within 5 working days of assessment	100%	100%	100%

Theme and measure	2004/05 outturn	2005 Jan-Dec Outturn	2006/07 Target
Ensure that all young people access the early intervention and treatment services they require within 10 working days of assessment	89%	89%	100%
<b>Provide effective restorative justice services:</b>			
Ensure that 75% of victims of youth crime referred to Yots are offered the opportunity to participate in a restorative process	96%	89%	75%
Ensure that 75% of victims are satisfied	96%	90%	75%
<b>Support parenting interventions:</b>			
Ensure that 10% of young people with a final warning supported by intervention or a community disposal receive a parenting intervention	2.7%	14%	10%
Ensure that 75% of parents participating in a parenting intervention are satisfied	100%	99%	75%
<b>Ensure equal treatment regardless of race (new target):</b>			
Yots must deliver targeted activity that substantially reduces local differences by ethnicity in recorded conviction rates, by March 2008			
<b>Ensure equal treatment regardless of race (old target):</b>			
All YOTs to have an action plan in place to ensure that any difference between the ethnic composition of offenders on all pre-court and post-court disposals and the ethnic composition of the local community is reduced year-on-year			NEW TARGET

**EPQA**

Theme and measure	Initial score	Predicted score	Actual score
<b>Prevention:</b> post 07			
<b>Early intervention:</b> Final warning interventions			
<b>Intensive supervision:</b> ISSP post 07			
<b>Managing demand for custody: Remand management 05-07 or 06-08</b>			
<b>Swift administration of justice:</b> post 07			
<b>Restorative justice and victims:</b> post 07			
<b>Race (n/a)</b>			
<b>Recidivism (n/a)</b>			
<b>Assessment, planning interventions and supervision</b>			
<b>Education, training and employment</b>			
<b>Substance misuse:</b> 05-07 or 06-08			
<b>Mental Health:</b> 05-07 or 06-08			
<b>Accommodation (n/a)</b>			
<b>Resettlement</b>			
<b>Parenting</b>			