



Youth Justice Plan

2006 – 2007

TEMPLATE FOR COMPLETION

The Youth Justice Plan Template offers a format for these plans. The Action Planning Tool should be completed alongside this document. Yots that choose to produce their own format must ensure that the same ground is covered.

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A. SUMMARY

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Please have the **chair of the steering group** provide an **overview** how the Yot delivers youth justice services in its area including a review of performance over the preceding year, making reference to Asset data, information on the performance measures, the results of EPQA self assessments, action on EPQA improvement plans and the main findings arising from the analysis of the re-offending cohort evaluation.

Please summarise the **key objectives for the forthcoming year**.

Overview:

After 4 years when there has been cumulatively a 17.3% reduction in crime known to have been committed by young people, there has been a significant increase in the period 1st April 2005 to 31st December 2005, which is the data set required for this year's Youth Justice Plan. Whereas in the year 1st April 2004 to 31st March 2005 (the data period for last year's Youth Justice Plan), 2178 offences were known to be committed by young people, in the nine months which is the remit of this Plan, 1889 offences were committed. This represents a 21.4% increase.

This apparent rise in youth crime, however, has to be put in the context of the Thames Valley Police sanction detection initiative, which has seen an over 40% improvement in its performance in Oxfordshire in offences brought to justice. This has had a major impact on the workloads of all local criminal justice agencies and has been particularly visible in the Y.O.S. in producing very heavy increases in demand for Final Warning interventions and Pre Sentence Reports.

Females committed 22.6% of offences (a slight reduction on last year but still considerably higher than in 2003 when only 17.4% of offences were attributable to girls and young women). 17 years was the peak age of offending for males, and 14 for females.

Theft and handling was the most common offence type (29.1%) followed by violence (17.9%) and criminal damage (14.0%). There are clear gender differences however in relation to these categories of offences:

Theft and Handling	61.7% Male
	38.3% Female

Violent Crime 72.8% Male
 27.1% Female

Criminal Damage 87.1% Male
 12.8% Female

Ethnicity data were available for all but 3.7% of offences. 88% were committed by white young people, 4.1% by black young people, 2.3% by Asian young people and 1.1% by young people of mixed race.

In addressing these higher demands from within the criminal justice system, the YOS has, over the last year, made substantial reductions in its staffing to rectify an historical budget deficit. First through freezing front line posts and then via making a number of mainly management posts redundant, the YOS has arrived at a balanced budget but with the loss of about 20% of its staffing establishment.

We have been fortunate to benefit for the assistance of a Youth Justice Board Consultancy, which has undertaken a Service Review, the initial report of which was published in the March 2006. The next phase, following endorsement of the formalisation of a matrix management system, will develop risk based workload management to ensure the best fit between resources and increased demand between the three geographical based teams.

Performance

Effective Practice Quality Assurance self assessments were undertaken on Resettlement and Remand and scores of 2 for both were endorsed by the YJB Regional Monitor. Comprehensive action plans are in place to achieve the target score of 3 for both.

Unsurprisingly in the light of staff reductions, there have been some reductions in performance in comparison with the previous year. While these have primarily been most evident in relation to processes (e.g. ASSET completion) rather than outcomes (e.g. recidivism, custodial sentences), it has become apparent that there is a need to improve electronic recording practice to ensure that activity is accurately captured, as there is evidence that some underperformance is a problem of failure to record.

As a consequence of the Service Review, and making use of the increased potential of the recently installed Youth Offending Information System (YOIS) Plus, from April 2006, monthly information by area will be given to managers, and, from July 2006, a monthly report on National Standards Key Performance Indicators and Effective Practice Quality Assurance will be provided to managers on an area basis to ensure improved performance management.

Of continuing concern is the low comparative performance in relation to Education, Training and Employment. While there has been significant improvement in engagement in education (with effective liaison with Children, Young People and Families and Schools), the level of employment and in particular involvement in training remains extremely low. The one dedicated training provider working with young offenders collapsed after only a few months. The priority given to this is evidenced by its inclusion as a target in the Local Area Agreement. To support the drive to improve performance in this area a successful bid has been made to the Promoting Engagement Strategy Team (PEST) to develop systems to support the structure and identify young people with Education, Training and Employment needs at an early stage and intervene accordingly.

The YOS's Prevention Team is well established and, through its 3 Identification and Support Systems has worked with over 200 children aged 8 – 13 years, referred by a number of agencies, who are seen as particularly vulnerable. A wide range of programmes, both individual and group, several school based, have been developed.

Both Positive Activities for Young People, and additionally last year the U Project, were directly managed by the YOS. PAYP supported local, often CDRP initiatives, to reduce anti-social behaviour and contributed to the Prevent and Detect component of the Prolific and other Priority Offender strategy.

The Y.O.S. was host and an active partner in an imaginative Public Service Agreement Target to reduce the rate of convictions, final warnings and reprimands for looked after children. This diversionary scheme, with the very active participation of the Police, successfully achieved its target and is to be further developed to other vulnerable young people as part of the Local Area Agreement stretch target for reducing offending by Young People.

The Y.O.S. is actively involved in the Prolific and other Priority Offender strategy and participates in 3 Area based panels that meet bi-monthly to address both the Catch and Convict and the Prevent and Deter strands. The Police have deployed dedicated staff to work with prolific young offenders, mirroring but not exactly copying the IRIS scheme for adult offenders.

Many of the Youth PPO's are involved in the YOS's Intensive Supervision and Surveillance Scheme (ISSP). In all, there have been 46 start ISSPs (exceeding the number expected by the Youth Justice Board in its funding arrangements). A completion rate of 73.5% has been achieved, and all young people have consistently received 25 hours per week of supervision. In the next year, to support the PPO strategy, it is planned to increase the surveillance element in partnership with the Police.

The Y.O.S. continues to enjoy high credibility with the Courts and has maintained a relatively low level of custodial sentencing (5.3%) and intensive and stringent bail support packages to reduce the level of remands.

Due to financial pressures, the Steering Group was forced to withdraw funding from the Forensic Child and Adolescent Mental Health Service, and, as a consequence, access to this specialist service is much reduced. However, the new PCAMHS service provides regular consultation to four YOS teams.

Health contributions to the YOS, however, continue to fail to meet minimum statutory requirements, as was emphasised in the Joint Inspection in 2004.

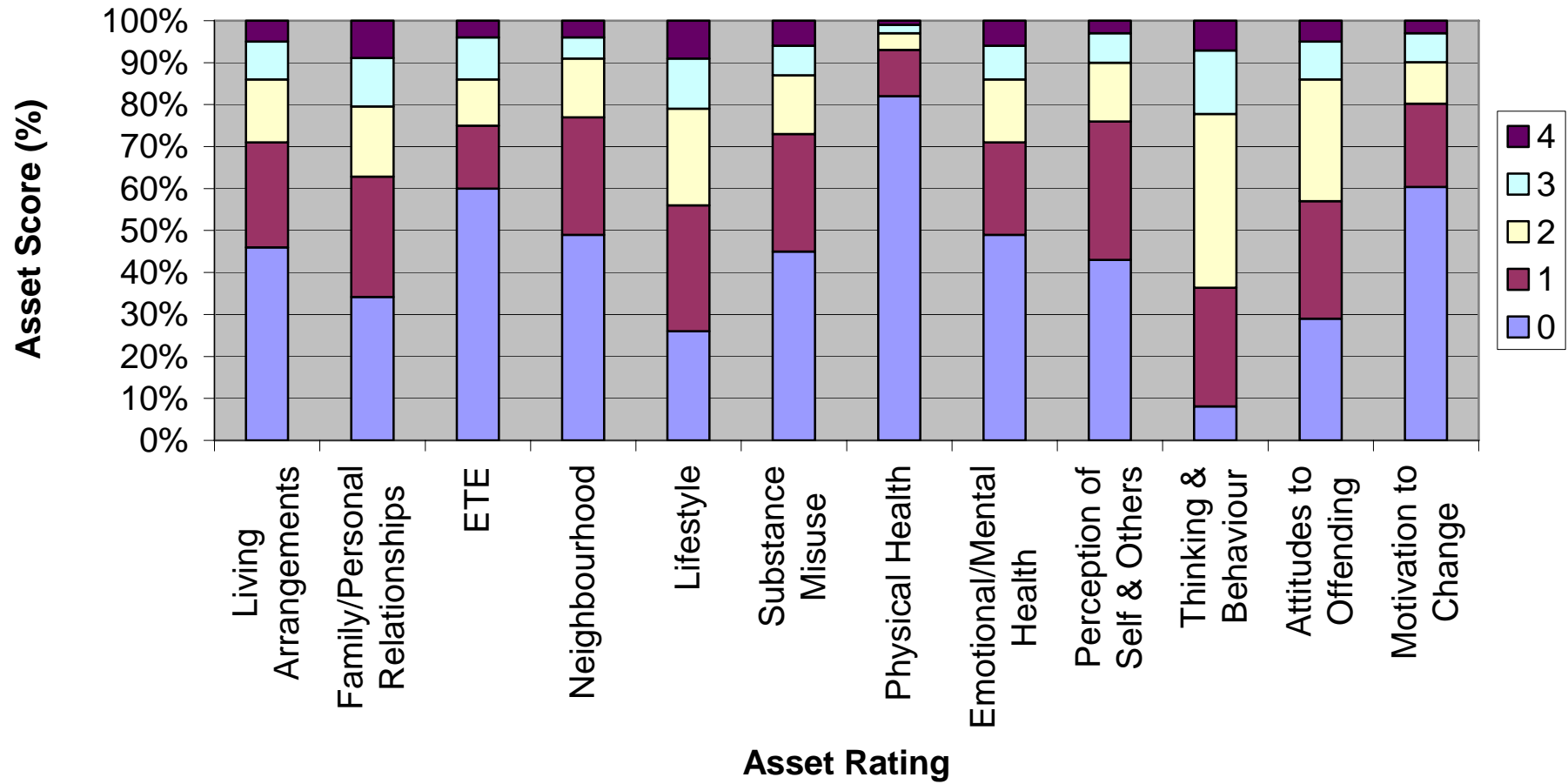
The ASSET data below, which brings together all the assessment made at the outset of the YOS's involvement with young people on orders, suggest that Family and Personal Relationships, Thinking and Behaviour and Lifestyle are the most highest primary needs. However substance misuse and emotional and mental health also have particular significance.

ASSET Data:**ASSET Start Scores (%) for period 1 Apr 05 - 31 Dec 05**

ASSET Rating	ASSET Score				
	0	1	2	3	4
Living Arrangements	46	25	15	9	5
Family/Personal Relationships	92	77	45	31	24
ETE	60	15	11	10	4
Neighbourhood	49	28	14	5	4
Lifestyle	26	30	23	12	9
Substance Misuse	45	28	14	7	6
Physical Health	82	11	4	2	1
Emotional/Mental Health	49	22	15	8	6

Perception of Self & Others	43	33	14	7	3
Thinking & Behaviour	8	28	41	15	7
Attitudes to Offending	29	28	29	9	5
Motivation to Change	61	20	10	7	3
<u>Average for each rating (%)</u>	49%	29%	20%	10%	6%

START ASSETS



B. LOCAL PLANNING ENVIRONMENT

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Please describe your **local planning environment** focusing on those elements that support or perhaps hinder delivery of Yot objectives. Please outline how the Yot currently links with other partners and partnerships that have complementary targets / objectives as well as those areas where there may be some conflict and how these conflicts can be addressed, focusing specifically on how equivalent links are maintained with partners in Children's Services, partners in Community Safety/ Criminal Justice and Public Protection (MAPPA). Please outline how the Yot has been involved in the development of the Children's and Young People Plan (if applicable).

Local planning environment particularly looking at how the right balance is being achieved between children's services and crime and disorder / community safety:

The Youth Offending Service is located in the Community Safety Directorate of the County Council. Within this Directorate, the Head of the YOS is Head of Community Safety, with lead responsibility for the Council's partnership arrangements with Crime and Disorder Reduction Partnerships (CDRPs) and additionally the management of the Safer Communities Unit and the Gypsy and Traveller Service. He attends all five CDRPs and chairs the Safer Communities Group which developed this block of the Local Area Agreement.

A county wide Local Criminal Justice Board has recently been established. The Head of the YOS is a member. Both the Head and Deputy Head of Service are members of the Youth Court Strategy Group.

Oxfordshire is developing a Commissioning Board to take forward Children's Trust arrangements. The Head of Service, who has been a member of the Children's Programme Board, will serve on the Children and Young Peoples' Partnership that develops from it. He co-leads for Make a Positive Contribution in the Children and Young Peoples' Plan and is chair of the CAMHS Strategy Group. He is also a member of the Local Safeguarding Children Board.

Oxfordshire's Local Area Agreement Block includes stretch and non-stretch targets relating to youth offending in both the Safer Communities and Children and Young People Block. These include ETE, youth crime prevention and reduction in recidivism. These have been prioritised by the Public Service Board and are indicative of commitment at a strategic level by a large range of key partners.

The Children and Young Peoples' Plan, in line with the Children Act 2004, is committed to early intervention and prevention. The YOS, through, for example, its Identification and Support Schemes, is working closely with locality developments. In hosting the Family Group

Conference Project, it has provided the platform for a substantial expansion of this service within mainstream Children, Young People and Families.

C. DRIVERS OF PERFORMANCE

C.1 GOVERNANCE AND LEADERSHIP

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Please provide an overview of the strategic direction of the Yot. Please also complete **Table A** on the composition of the Management Board.

Overview particularly looking at strategic management and leadership arrangements:

The Joint Inspection in 2004 found that the Steering Group was appropriately constructed and provided effective strategic direction. This view was confirmed by the recent Service Review by the Youth Justice Board Consultancy Support Service. It meets every three months, with further meetings arranged if required. In the light of actions to be taken following the Service Review, it is to meet monthly for a limited period.

The Steering Group addresses performance and finance reports at each meeting. It actively addresses under-performance when brought to its attention and members hold each other to account and actions are followed up within their own organisation.

It has provided clear strategic leadership in response to budget difficulties and the Chair has attended a number of Management meetings on behalf of the Steering Group over the last year to ensure that key messages are delivered and understood to be emanating from their collective decision making.

The continued failure of the Health economy to make an appropriate contribution to the YOS, which has led to the Inspection Action Plan remaining unsigned off by HMIP, has been addressed regularly at the Steering Group and the Chair has written, on its behalf, to key Health managers.

It has recognised the need to improve communications to the management team and staff group to facilitate effective two-way information and will be developing actions to achieve this over the next year.

Table A: Composition of Management Board

Name	Agency representing	Post in agency	Ethnicity	Gender
Chair: John Parry	Community Safety	Director for Community Safety	White	Male
Mike Simm	Community Safety/YOS	Head of Community Safety/YOS	White	Male
Tan Lea	Youth Offending Service	Deputy Head of YOS	White	Female
Chief Supt Dave McWhirter	Thames Valley Police	BCU Commander Oxfordshire	White	Male
Gillian Tee	Children, Young People & Families	Head of Children's Services	White	Female
Noreen Collins	Children, Young People & Families	Assistant Head of Service	White	Female
Vivien Le Fort	Huntercombe YOI	Governor Grade Prison Service	White	Female
Graham McCartney	National Probation Service	Assistant Chief Officer	White	Male
Will Partridge	Magistrates Court Services	Deputy Clerk to Magistrates	White	Male
Brian Causby	Community Safety	Finance Manager	White	Male
Julie Kerry	Service Manager	Mental Health Trust	White	Female
Yvonne Taylor	Head of Mental Health	Oxford City Primary Care Trust	White	Female

C.2 PERFORMANCE AND QUALITY SYSTEMS

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Please describe the systems in place for **managing performance and ensuring quality of practice**, including arrangements to ensure **data accuracy**.

Overview particularly looking at performance management and data quality:

The current Service Review by the YJB should help guide a comprehensive performance management improvement plan for the Service. This consultation is reporting in March and will be implemented over the following months. It is likely to lead to significant changes in performance and quality systems.

Specifically, data is systematically produced by the Information Officer and rigorously checked manually if information is not on database. Only verified data is submitted. The EPQA Resettlement and Remand indicated some areas of poor recording, which would indicate returns may not fully reflect activity. This is an area for improvement in 2006/07.

All performance measures are broken down by specialism so that team managers can address performance measures in teams.

All teams produce team plans which are linked to appraisal targets. It is planned for service plans to incorporate YJ plan targets as well as individual service targets for 2006/07.

Areas of practice development that have been implemented over the year include diversity and differential sentencing (see Diversity Section); quality of assessments; risk management policy and practice; custody and community PSRs in relation to key decision making; guidance planned on dangerousness; implementation of PPO Panels in North, City and South areas; Children's Rights Action Plan agreed for implementation over 2006/07; development of county wide clinic-based Final Warning systems.

EPQAs on Resettlement and Remand were completed and both received a 2 rating and comprehensive Action Plan being undertaken.

The service contributed in depth to the county wide Equality Impact Assessment to improve its work on diversity.

Bi-monthly Education Panels are held to review young people out of school and ETE for young offenders is likely to be a non-stretch target in the Local Area Agreement.

Parenting work has been reviewed and led to a comprehensive plan to invest in a consistent county wide approach to this area of work via the new Prevention monies. From April, quarterly returns on UMIS will be provided.

In 2005/06, YOIS+ was introduced and should lead to improvement in this area of our work; training was offered to all staff, including regular on-site surgeries. From April 2006, monthly information by area will be given to managers, and from July, a monthly report on National Standards, KPIs and EPQA will also be provided to managers on an area basis to ensure improved performance in key areas.

ICT links have been implemented in Huntercombe YOI.

There is dedicated staff time to address performance and quality assurance issues in the service and this has now been established as an accepted part of the YOS culture.

The Practice Development Manager is planning to audit safeguarding training needs in 2006/07.

C.3 RESOURCES

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Please provide a **summary of the financial and programme resources** available for the coming year. Please complete **Table A1, Table A2, Table A2a and Table A2b.**

C3 a Financial resources

Overview of financial resources including any particularly significant changes in resources:

During 2005/06, the Youth Offending Service has had to address the consequence of an historical overspend and has had to take significant management action to bring the service back into budget. A number of posts frozen in 2004/05 have been deleted and, during the past year, further posts, totalling £220k, have been made redundant.

The YOS is currently undertaking a major review, assisted by the YJB Consultancy Service, to best fit its services to its resources and to ensure that its staff are appropriately located geographically in response to changing patterns of demand.

The YOS has throughout this period benefited from substantial management accountancy input from the Community Safety Directorate, which serviced to emphasise the relative absence of infrastructural support it had previously experienced since its inception.

Table A1: Services planned for the financial year 2006 – 2007

Where services straddle different stages, the budget allocation should reflect the extent resources are used in each stage of the process.

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Core activity	Budget expenditure (£)
Preventive services	590,000
PACE Services	50,000
Pre-court services	650,000
Court-based services	290,000
Remand services	140,000
Community-based services	1,660,000
Through care / after care (including RAP)	280,000
Other orders	
Total:	3,660,000

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

When completing this table 'payments in kind' should include charges for shared equipment, the use of accommodation and management costs etc.

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Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Police	135,000	-	149,000	284,000
Probation			97,920	97,920
Social Services/Education	1,646,972	-	160,236	1,807,208

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Education				
Health (from Table A2b)			15,300	15,300
Local Authority Chief Executive				
Additional Funding (from Table A2a)				1,463,749
Total				3,668,177

Table A2a: Additional sources of income

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Additional source	Amount (£)
Single Regeneration Budget	
European Funding	
Youth Justice Board	867,110
Other	
Huntercombe YOI	141,218
Oxfordshire DAAT	77,418
Children Fund	225,000
Positive Activities for Young People	153,003
Total (for inclusion in Table A2)	<u>1,463,749</u>

Table A2b: Health service contributions to the Youth Offending Teams

The total of A2b should be equal to the role in table A2 called 'health.'

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Health contribution: Funding source	Amount (£)
Source 1: Oxford City PCT	15,300
Source 2:	
Source 3: (etc)	
Total (for inclusion in Table A2)	<u>15,300</u>

C3 b PROGRAMME RESOURCES

Overview of programme resources including services to meet specialist needs:

- ♦ STAR Programme, a Cognitive Behavioural programme, is available via trained staff in all areas and ISSP.
- ♦ Substance Misuse workers in each area team.
- ♦ Primary Child & Adolescent Mental Health workers dedicated to each team.
- ♦ Bail Supervision Team for young people prior to conviction.
- ♦ Specialist Asylum Seeker/Refugee worker based in the city.
- ♦ Oxfordshire Young Abusers Project works with up to five sex offenders in the community (from November, prior to this with all sex offenders).
- ♦ EYS – a specialist E2E programme for young offenders brought about by negotiation with Learning Skills Council (until Jan 06)
- ♦ PLUS materials – delivered via PRUIS, E2E providers, ISSP, etc.
- ♦ ASDAN Certificates
- ♦ Connexions worker for 16+; specialist PA to work with young offenders, particularly on resettlement issues.
- ♦ Education Manager links strategically with LEA/Connexions and offers casework advice across YOS.
- ♦ TRAX and SKIDZ provide two motor vehicle related offending behaviour courses.
- ♦ Reaching the Parts Music Project; Rose Hill Music Project
- ♦ Positive Futures sports project.
- ♦ U:Project for Year 11 pupils at risk of unemployment.
- ♦ Specialist parenting programme – in-house, ESCAPE, STOP
- ♦ Development of locally based football team in Bretch Hill, East Oxford, focusing on young people from BME groups and doing work on racism.
- ♦ PAYP link workers to support targeted young people in activities.
- ♦ Auricular acupuncture for substance misuse workers.
- ♦ Family Group Conferencing Project
- ♦ Staff trained in restorative conferencing.

- ♦ BLAGG – group/individual arts based cognitive behavioural programme.
- ♦ Preparation for custody sessions delivered by Custody/Bail Support Teams.
- ♦ Canoeing project.
- ♦ Energy and Vision
- ♦ PPO police links with each area team and ISSP
- ♦ Access to Oxfordshire Youth Mentoring Service
- ♦ Arts Workshops
- ♦ IDSS Projects, e.g. Sailing
- ♦ Multi Arts Project; Bridge Project
- ♦ Bike projects
- ♦ Allotment Group; Bicester Landscaping Project
- ♦ Protective Behaviour Training for Young Victims
- ♦ Thames Valley Partnership – brokerage, nurturing and funds
- ♦ Anti-Social Behaviour Projects – through City and District Councils
- ♦ Accredited Training, e.g. EQA
- ♦ Oxford Cycle Workshop
- ♦ Fighting Fit
- ♦ Young Dad's Programme
- ♦ Accommodation Projects – BHYP; Key2; Windmill House; The Bridge; The Gap, Elmore.
- ♦ Face2Face Counselling; See-Saw (bereavement counselling)

Restorative Justice Projects

- ♦ Peer Mediation Garden; sensory garden/pond
- ♦ Building basketball pitch; Marston Subway project; Shotover Day Centre
- ♦ Pegasus Theatre – breakdancing theatre

- ♦ Hill End Residential work
- ♦ Training in Schools for RJ; citizenship
- ♦ Terence Higgins Trust – offender programme
- ♦ Integrated Support Services across county.
- ♦ Oxfordshire Youth Arts Partnership
- ♦ Victim Support; Thames Valley Victim Unit

C3 c INFORMATION TECHNOLOGY

Overview of the use of IT as an enabler to delivery of services (covering secure email, case management systems, IT to support engagement of young people, any other IT enablers, and barriers to IT use and how these will be overcome):

Secure E-Mail System: Currently used to receive daily PIC sheets from Thames Valley Police, transfer of YOIS case records to/from other YOTs. Prospective “go-live” data for Crown Court web portal March 2006, with training in place to set up alerts via SEM.

Case Management System: Recent upgrade to Yois Plus has been successful and well received by staff. All staff were offered a half day training workshop before installation and “tailor-made” training is available from Performance Review and Information Assistant. A user manual is currently in production, which will guide new and existing users through recording processes required by both ourselves and the YJB. Both Information Officers are proficient and skilled in the use of the reporting facility on the Case Management System and constantly use it as a tool to analyse data on offenders and offending with a view to improving service and performance.

Barriers to IT Use: Previously there have been problems with the performance of the case management system and the Oxfordshire County Council IT infra-structure. A project manager was appointed by OCC IT to liaise with ourselves and the software provider before, during and after installation of Yois Plus. This has resulted in a more efficient and effective working relationship between the YOT and ICT support which was previously unsatisfactory. The new database was installed on four new citrix services, which have improved service greatly and consequently increased confidence and use of the new system. This is reflected in an improvement in recorded performance over the last quarter. Training is being offered as stated above and is increasing being taken up.

Miscellaneous: A recent upgrade to the OCC e-mail system means staff can now access their mail away from the office via the web.

C.4 PEOPLE AND ORGANISATION

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Please consider both **workforce planning** issues (e.g. how many staff are in post, any plans for recruitment or reduction in staff numbers) and **workforce development** plans (e.g. leadership skills development for managers, specialist staff, general training and development). Remember to include volunteers in this analysis, particularly recruitment and training.

Please include an organisation chart for the Yot at Appendix A.

C4 a WORKFORCE PLANNING

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

Following the Service Review December - March 2006 and its adoption by the Steering Group in March, significant plans over the coming year will include consolidation of the current structure and the development of a matrix model of lead responsibilities in all key areas of work across the management team.

In addition, following action taken to achieve a sound financial basis for 2006 onwards, the integration of Restorative Justice workers across the workforce will be a priority, this includes reparation workers, Referral Order panel volunteers, the RJ Senior Practitioner post and new Volunteer Co-ordinator role.

Education, Training and Employment leads will also be identified to ensure this area of work is prioritised over the coming year and infrastructures developed at practitioner as well as strategic levels, both within the service and externally. This work will be supported by a one year grant from the 14-19 Strategy to employ a half time post to develop infrastructure on a sustainable basis, improve identification and tracking of vulnerable young people and develop information sharing systems across relevant agencies.

A key aspect of the next phase of the YJB consultancy, following the Service Review, will be to review workload management and workforce distribution, leading to improved prioritising of resources and more equitable distribution, as well as the implementation of sound workload management systems, across the service.

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

Please ensure the two Totals are the same, and that all data entered here is consistent with that entered into Themis

	Managers Strategic	Managers Operational	Senior practitioners (FT)	Senior practitioners (PT)	Practitioners (FT)	Practitioners (PT)	Administrative	Sessional	Students/ trainees	Volunteer	Total
Permanent	2	6	6	2	27	9	17	30	2	79	180
Fixed Term											
Seconded Social Services											
Seconded Probation					1						1
Seconded Police					4						4
Seconded Health											
Seconded Education											1
Seconded Connexions					1						
Seconded Other											
Outsourced											
Temporary											
Vacant											
TOTAL	2	6	6	2	33	9	17	30	2	79	186
Gender/Ethnicity											
White Male	1	2	4	1	12	2	1	12		13	48
Black Male										4	4
Asian Male											
Mixed Race Male											
Chinese/Other Male											
White Female	1	4	2	1	21	7	15	18	2	57	128
Black Female										5	5
Asian Female							1				1
Mixed Race Female											
Chinese/Other Female											
TOTAL	2	6	6	2	33	9	17	30	2	79	186

C4 b Workforce development

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

Training needs are currently identified at Unit Manager level through supervision and appraisal procedures, and staff access specialist YJ training through NQF, as well as accessing training through local networks and host disciplines.

We are instituting a six monthly audit and planning mechanism to review training needs and plans to ensure the organisation has a more comprehensive overview. This will be developed by the Practice Development Manager.

All staff are encouraged to access YJB NQF training.

Risk Management Training:	8
APIS	17
Substance Misuse	24
Remand Management	1
Mental Health	20
Parenting	16
ETE	5
EPQA	2
PCEP	13
Foundation Degree	1

The YOS is a lead Practice Learning Centre for two local Higher Education organisations, Oxford Brookes University and Ruskin College and offers up to 12-15 students per year on long and short term placements.

Volunteer training is currently offered via individual specialist teams in RJ and Prevention (currently 62 volunteers). There are effective local links with LSC and local training providers. This will be under review following changes in impact of ETE development.

Areas of training identified through Performance and Quality System arrangements are addressed locally. (See Section C2)

Training is also developed in house for PSRs; assessment; risk management; PACE; dangerousness as appropriate.

The Service leads and contributes to the Thames Valley Regional Inset programme by managing and supervising the regional trainer and contributing to regional INSET planning.

Local authority management and leadership training is available to all managers. It is anticipated that the Service Review will identify new areas to action in this area of our work.

There are no staff in outsourced agencies.

C.5 PARTNERSHIP WORKING

Please provide a summary of the **support from partner agencies** and plans to develop links with partners – statutory and non-statutory.

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Overview of partnership working including complementary and conflicting targets:

The development of the Local Area Agreement has proved an opportunity to enhance the YOS's position in relation to Crime and Disorder Reduction Partnerships and the wider community safety agenda. Two of the three stretch targets for the Safer & Stronger Communities block directly involve the YOS (Youth Crime Reduction and Prolific and other Priority Offenders). These contribute to improved shared objectives with both Thames Valley Police and the National Probation Service.

However, as has been noted earlier, the drive within Thames Valley Police to improve sanction detections (leading to an over 40% increase) has had a very considerable effect both upon the YOS's workload and on bringing more young people into the criminal justice system.

The establishment of an Oxfordshire BCU in April 2005 has led to closer and more effective partnerships between local criminal justice agencies. An Oxfordshire Local Criminal Justice Board has been established, mirroring at a local level the membership of the Thames Valley Board.

The continued failure of the local Health economy to contribute to its minimum legal requirement to the YOS has been an issued that has been addressed at the highest levels in the County Council. Were a contribution at the average level of funding to the other seven YOTs in Thames Valley to be made to Oxfordshire, there would be an additional £110,000 p.a. As a result of this continuing unresolved issue, the Steering Group was forced, reluctantly, to withdraw its financial support to the innovative Forensic Child and Adolescent Mental Health Service and, as a consequence, the YOS effectively lost access to this specialist provision.

The YOS is closely involved in the Every Child Matters agenda and local arrangements to take forward the Children's Trust requirements. However, from 2007/08, changes in funding streams may impact upon the YOS's targeted prevention schemes.

It is of note that Education, Training and Employment of young offenders has been prioritised as a non-stretch target in the Children and Young Peoples' block of the Local Area Agreement and will clearly be given high salience in the Children, Young People and Families Directorate.

DELIVERY PLAN

D. DELIVERY PLAN

PREVENT OFFENDING

Overview: including review of the past year, performance against KPIs and highlights of plans for the coming year. This must demonstrate how the prevention funding will contribute to reducing the number of first-time entrants to the youth justice system. Refer to the plans you have submitted for 05-08 YJB Prevention Funding. All actions to prevent offending must be included in the Action Planning Tool.

The YOS has a well-developed commitment to prevention and has sought, through its partnerships, to maximise the impact of a variety of funding streams on targeted diversion. It is the lead delivery agent for PAYP and the U Project and, with Children's Fund support, operates three Identification and Support Schemes (effectively junior YISPs). These are located in the three areas of highest crime in the county. Each is supported by a multi-agency panel and address the needs of 8-13 year olds via a wide range of interventions, both individual and groupwork. Arts play a significant part and a wide range of voluntary and community providers are called upon.

The Children's Fund has committed £210,000 p.a. to the IDS Schemes up to March 2008.

Funding levels for the combined PAYP/U Project streams have yet to be announced, but it is anticipated that Oxfordshire's allocation will be in the region of £150,000.

The YOS leads for Prevent and Deter and the young offender component of the Prolific and other Priority Offender strategy. Local multi-agency panels, including Anti-Social Behaviour Co-ordinators, the Police, Education and Children's Social Care are established in each of the three areas. Young people are referred from a variety of sources and are then either involved in existing provision (including Positive Futures and arts programmes) or specific interventions are designed to meet their needs. Each Manager of the area teams has a budget to purchase such services.

In combination with District Councils and CDRPs, the YOS funds a wide range of holiday diversionary activities in the areas of highest crime, concentrating in particular on estates in Oxford and Banbury. Specific provision for asylum seekers and young people from the BME community is available.

Youth Crime prevention, including a 10% reduction in the number of entrants to the criminal justice system and the Prolific and other Priority Offender strategy are two of the three proposed stretch targets for Oxfordshire's Local Area Agreement, recently prioritised by the Public Service Board.

The YOS, in partnership with Thames Valley Police and Social & Health Care, achieved a challenging PSA target to reduce the level of reprimands, final warnings or convictions for looked after children (a reduction from 56 to 15). This involved an imaginative diversion scheme that is to be extended under the LAA to other vulnerable groups.

Five parenting groups, of 11 sessions each, using the STOP programme were run during the year. The Prevention Grant for 2006/08 is to be deployed predominantly to make a significant increase in the range and level of parenting provision. However, additionally, some resources will be allocated to extend the IDS Schemes and to enhance the diversion scheme. Administrative support to ensure the effective use of the UMIS Prevention Management IT system is also funded from the Prevention Grant.

If agreed by the Arts Council, the YOS, in conjunction with West Berkshire YOT and the Arts Council, will co-manage a part-time Arts Development Worker (funded by the Arts Council) to take forward opportunities in drama, dance, etc.

Data:

KPI: 05/06 April – December actual and % against target	<u>435</u>
KPI: 06/07 target	413

Action plan: Prevention

Please enter the details of your actions in the Action Planning Tool

INTERVENE EARLY

Overview: including review of the past year, performance against KPIs and progress against EPQA improvement plans, and highlights of plans for the coming year:

As indicated in the 05/06 YJ Plan, there has been a significant increase in the number of final warnings which the YOS has had responsibility for delivering. This is, for the most part, attributable to the Thames Valley Police initiative on sanction detection.

Our performance in this area was also adversely affected by one seconded police officer being on long term sickness for four months, leading to an overall decline in the level of ASSET Assessments and Final Warnings leading to interventions. Coincidentally, the officer was located in the area where there was the biggest increase in sanction detections resulting in final warnings.

As a consequence, there has been a major review of how final warnings are delivered in Oxfordshire, which has resulted in a separate Final Warnings Team being established for the whole county, managed by YOT Unit Manager, delivering improved workload management through clinic-based delivery. The new system has now been rolled out countywide and there has been no adverse impact on attendance, and has been received extremely positively by officers delivering the service. The new system has demonstrated in the last four months that it can deliver KPIs in excess of YJB expectations. This is not reflected in the April-Dec 05 statistics, because it was piloted in one area in November and rolled across the service in January 06.

The speed of this change has only been possible as a consequence of the dedicated local leadership at both YOS and Police level and the full commitment of officers and staff concerned.

Plans for the YOS to deliver all Reprimands have not progressed as TVP have been unable to allocate additional resources. The TVP link Inspector is a full and active member of the YOT Management Team.

Following the Service Review, management decisions will be made about long term structures, the future of the new system is therefore under review, and the action plan is drawn up based on the likely continued existence of the new team.

Data: Final Warnings

KPI: 05/06 April – December actual and % against target (old KPI)	<u>67.06%</u> (80%)	EPQA: 03 rating	<u>1</u>
KPI: 06/07 target (new KPI)	<u>100% risk</u> <u>based</u>	EPQA: 05 result	<u>3</u>

Action plan: Early Intervention

Please enter the details of your actions in the Action Planning Tool

PROVIDE INTENSIVE COMMUNITY SUPERVISION

Overview: including review of the past year and highlights of plans for the coming year:

Over financial year 05/06 up to beginning of March 2006, 46 starts (four more likely before year end), including one Bail for eight months.

Breakdown of usage to end April 05 – January 06 is:

Completion Rate: 73.5%

Route Onto Programme:

Bail:	21%
Supervision Orders:	38%
DTO:	35%
SO/CRO after bail:	6%

Age Range:

13 yrs	0%
14 yrs	0%
15 yrs	9%
16 yrs	16%
17 yrs	41%
18 yrs	33%

Geographical Dispersal:

City	52%
North	36%
South	12%

Gender Split:

Male:	98%
Female:	2%
White UK:	86%

Ethnicity:

White UK	86%
Mixed British	9%
Black	5%

Staff changes over the year have been well-managed and not had a detrimental impact on service delivery.

Completion rates have been consistently high – 73.5% - and quality of service delivery has been high, with all young people consistently receiving 25 hours per week supervision.

Relationships with police have improved significantly with a PPO Officer becoming established as a member of the team and providing interventions as relevant, and receiving INSET training.

Over the last year a strong partnership with the Learning and Skills Council and local education provider EYS was established, with significant input from ISSP, which provided six ISSP education places at any one time. Despite intensive efforts by all partners, the serviced closed in January 2006, due to lack of resources and infra-structure by EYS. There is a strong commitment within ISSP to ensure meeting a high standard of ETE provision is a key objective of the coming financial year.

Over the next year there is a plan for increased surveillance in partnership with police.

There are plans to increase reparation in house with a dedicated worker for this service.

We are planning to take a more active role in ensuring that educational opportunities are an integral element of individual ISSP plans, e.g. ASDAN qualifications, realising the PLUS Strategy.

Pending the outcome of the Service Review, it is likely that we will continue to provide individual ISSP packages through a countywide service. How specialist services are configured is still to be agreed within the management teams. If there are significant changes, we will ensure local partners, particularly in the Youth Court, are aware of their potential impact.

The service has a continued commitment to contribute to our partnerships with Oxfordshire Practice Learning Centre to offer high quality student placements.

Action plan: Intensive supervision

Please enter the details of your actions in the Action Planning Tool

REDUCE RE-OFFENDING

Overview: including review of the past year, performance against KPIs and highlights of plans for the coming year:

This year the PPO Panels have been established and embedded in each area, with inter-agency co-operation from education, social services, housing and Connexions. Some links in some areas still need to be strengthened. New Terms of Reference and Sharing of Information have been agreed by all Panels. We aim to link Panels more closely to new Risk Management processes.

MAPPA Panels are continuing to meet and contribute positively to the agenda across the county.

The county Risk Management Guidance has been reviewed and adapted and a programme of staff training implemented.

Partnership relations have strengthened in this area of our work, particularly with the police designating PPO Officers to work with all area teams.

The development of Integrated Support Services in 22 areas across the county as part of the local implementation of Every Child Matters is currently in hand and the service is linking into the main priority areas for young people to ensure a more local response to meeting the needs of young people. The YOS is keen to be an active partner in this development as appropriate and resources permitting.

The Thames Valley Police initiative on sanction detections has had an impact in increasing the number of young people coming into the system and therefore likely to have a negative impact on our re-offending rates over the next cohort.

We are increasing the available resources to local areas to support PPO Panels for both Prevent and Deter and Catch and Convict, to support young people to reduce re-offending through the provision of alternative diversionary activities.

The financial difficulties experienced this year, which have led to reductions in staffing at front-line and management level, have had an impact on the quality of work delivered to young people and the priority has been on higher risk, PPO and MAPPA young people.

A target on PPO (including young people) has been included in the Local Area Agreement. If agreed, this could have a very positive impact on this area of work, both in terms of involvement and commitment by partnership agencies.

Data:

KPI: 05/06 actual (Oct – Dec cohort) and % against target*	<u>48.08%</u>
KPI: 06/07 target	<u>5% reduction</u>

(*If 2005 actual data is not available refer to 2004 data)

Action plan: Reducing re-offending

Please enter the details of your actions in the Action Planning Tool

REDUCE THE USE OF CUSTODY

Overview: including review of the past year, performance against KPIs and highlights of plans for the coming year:

The YOS maintained the same level as 05/06 for remands and slightly exceeded the target for custody. We take a pro-active approach to all aspects of Bail Support and Supervision on each remand, until all legal options are exhausted, to ensure that, wherever appropriate, young people are released.

Bail packages are intensive and stringent in an attempt to reduce risk of remand. We continue to target every young person charged with grave offences, along with any young person with significant welfare needs/risks.

There has been an increased use of ISSP for community supervision and this has had an impact on the reduction in this option as part of a bail support package.

There has been a slight increase in custodial sentencing and this is a continuing trend. We are reviewing factors which may have impacted on sentencing. Following the Criminal Justice Act 2003, strategies developed include intensive liaison and dialogue with the local Crown Court Judge and his colleagues; maintaining stringent gatekeeping for court reports; early identification of cases where additional specialist reports are required. This will extend to training for all PSR authors. Where custody is inevitable, efforts are made to reduce lengths of sentence. We continue to implement a review of all PSRs where there is a custodial sentence and give feedback to staff and managers. This has been extended to a review of community PSRs and is a key part of our on-going quality assurance mechanisms.

Targeted training in assessments leading to PSRs has been delivered in areas of the service where there have been concerns. A full report on use of custody was taken to the December Steering Group.

The PPO structure has been implemented fully and plans for PAYP resources to be extended over the next year are in place.

The current Service Review has led to the development of lead specialist roles and a key responsibility in this area will be in relation to court work, which can further help enhance quality control in court practice.

The YOS continues to work hard to minimise the number of ASBOs and address anti-social behaviour in reports where appropriate to avoid use of ASBOs, or inappropriate conditions on any ASBOs that are made.

Due to increased demand on limited ISSP placements, priority is given to Community-based Supervision Orders rather than young people released on DTO license. Intensive risk management structures are in place to manage this.

We are noticing an increase in number of robberies since the Street Crime Initiative ended.

The impact of increased sanction detections rates (see Early Intervention) are now beginning to have an impact at this level.

Data:

KPI: 05/06 April – December actual and % against target (remand)	<u>19.66%</u> <u>(<30%)</u>	KPI: 05/06 April – December actual and % against target (custody)	<u>5.37%</u> <u>(<5%)</u>	EPQA: 05 rating (where applicable)	<u>2</u>
KPI: 06/07 target	<u>30%</u>	KPI: 06/07 target	<u>5%</u>	EPQA: 07 target	<u>2</u>

Action plan: Reduce the use of custody

Please enter the details of your actions in the Action Planning Tool

ENSURE THE SWIFT ADMINISTRATION OF JUSTICE

Overview: including review of the past year, performance against KPIs and highlights of plans for the coming year:

The YOS continues to attend all progression meetings throughout the county to ensure the PYO pledge is met.

Bail Supervision Services seeks to prevent Failure to Attend Court by young offenders.

There have been some delays to PSRs through staff shortages, but attempts are made to keep this to a minimum and the Courts are kept informed at all Progression Meetings about potential delays. Stand-down reports continue to be used where possible and appropriate (the SLA with the court identifies when this is the case). Action is taken early to identify which cases can be dealt with in this way.

Refer to Early Intervention Section for Final Warnings in relation to improved service delivery and timeliness in this area of work.

Performance has been affected by staff shortages, but in addition, capacity of court listing has been severely affected by impact of sanction detections (sometimes by a matter of months), or where over-listing has led to further delays.

Data:

KPI: 05/06 April – December actual and % against target	<u>100%</u> <u>(90%)</u>
KPI: 06/07 target	<u>90%</u>

Action plan: Swift administration of justice

Please enter the details of your actions in the Action Planning Tool

ENFORCEMENT AND ENABLING COMPLIANCE

Overview: including review of the past year and highlights of plans for the coming year:

Breaches in relation to all community sentences (ISSP, BAIL, DTOs) are under review, and in National Standards Audit for Oct – Dec 05 all enforcement was actioned or stayed with appropriate authority within required time frames.

Current practice/procedures in relation to all working practice in relation to breaches is inconsistent within the county. We intend to review guidance and procedure over the following year, with a view to implementing clear gatekeeping and quality assurance mechanisms. Training needs will be identified and delivered following this review.

Impact of changes to Group 4 Securicor to be understood and managed across service and particular issues in receiving timely information of non-compliance from G4S to be addressed, with clear protocol and expectations.

We continue to ensure Sharing Information protocols are understood by partner agencies and use PPO Panel guidance for this process, linking in with designated PPO Liaison Officers. (See section on Intensive Community Supervision re particular issues for ISSP Enforcement).

Action plan: Enforcement

Please enter the details of your actions in the Action Planning Tool

ENSURE EFFECTIVE AND RIGOROUS ASSESSMENT

Overview: including review of the past year, performance against KPIs and progress against EPQA improvement plans, and highlights of plans for the coming year. This must include steps to improve risk assessment and management:

Actual performance has not met target this year: main reasons have related to staffing/financial difficulties, increased demand and (in one area) staff sickness. The latter issue has been resolved through a restructuring in this area of work.

Sanction detections has impacted on completion rates onto database.

Risk Management training programme is on-going for staff (see Re-offending). Quality assurance is implemented through on-going custody and community reviews.

ONSET has been integrated into UMIS, which will assist in data capture.

As anticipated in the 05/06 Plan, staffing difficulties have impacted on the achievement of this target. The overall aim is to improve this area of work, although current resourcing and workload management issues make this a challenging target for next year.

Data:

KPI: 05/06 April – December actual and % against target (ASSET)	<u>86.77%</u> <u>(100%)</u>	KPI: 05/06 April – December actual and % against target (DTO)	85.35% (100%)	EPQA: 03 rating	<u>1</u>
KPI: 06/07 target	<u>100%</u>	KPI: 06/07 target	100%	EPQA: 05 result	<u>3</u>

Action plan: Assessment

Please enter the details of your actions in the Action Planning Tool

SUPPORT YOUNG PEOPLE ENGAGING IN EDUCATION TRAINING AND EMPLOYMENT

Overview: including review of the past year, performance against KPIs and progress against EPQA improvement plans, and highlights of plans for the coming year:

Participation in the local 14-19 Strategic Area Review, the PLUS Strategy plan and improved dialogue with Colleges of Further Education and E2E providers, and improved links with local and regional Connexions services appears to be raising the profile of young offenders' learning needs, and has led to an overall improvement in this area of our work, although this remains a key area for sustained improvement over the coming year.

The Education Panel continues to raise the profile of the needs of school-aged young people.

The EYS service to our clients in ISSP was launched and forced to close over the year as a consequence of inadequate resources. Our education and ISSP staff worked closely in partnership with the LSC and the provider, EYS, to sustain the service.

Information sharing guidance has been launched across all secondary schools.

Following a service wide restructuring, the current Education Development Manager post has been made redundant, and we are working very closely with managers in education at a strategy level to turn this into an opportunity to improve the partnership work at both strategic and operational level. Plans are in place to strengthen this via a possible non-stretch target in the LAA, but also through the APA process.

The Deputy Head of Service will take an overall lead in this area of work, but portfolio holders at Unit Manager level will be identified to lead on Under 16s/ETE and Over 16s/ETE. We are also intending to develop champions in each team at practitioner level to support this structure. Monthly management reports at area level are to be produced for the DhoS from April.

A proposal to fund a consultancy through the Promoting Engagement Strategy Team (PEST), to develop systems to support the structure, and identify young people with ETE needs and to intervene early has been successful.

This project will develop systems internal to the YOT, underpinned by clear support and supervision structures, as well as links within Education Information management systems. It would lead to early targeted support for the most vulnerable young people in this area. A part-time officer will be employed for one year to undertake this work.

Strong links are being established with Connexions, the LSC and the E2E Advisory Group to ensure the needs of over 16s are met.

A further key issue for development is in relation to ETE and resettlement.

Data:

KPI: 05/06 April – December actual and % against target	55.78% (90%)	EPQA: 03 rating	1
KPI: 06/07 target	90%	EPQA: 05 result	2

Action plan: ETE

Please enter the details of your actions in the Action Planning Tool

SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION

Overview: including review of the past year, performance against KPIs and highlights of plans for the coming year:

The YOS continues to employ, alongside Children, Young People and Families Directorate, an Accommodation Officer, who currently focuses on working at a strategic level within the five housing authorities and has set up accommodation panels in all areas. The YOS is reviewing the balance of strategic and operational priorities in this role.

Accommodation Panels take place in each local area and given workload priorities most teams ensure representation at these meetings. The Panels still struggle to meet the needs of high risk young people, particularly young people leaving custody.

The impact of changes to funding Supporting People is likely to have a negative impact on accommodation for most vulnerable and high risk young people, although the establishment of a new service for Children Looked After (Key 2) has improved accommodation options for this group of young people.

It continues to be a significant concern that accommodation is inadequate for most low risk young people, but there is considerable concern that the most vulnerable and higher risk young people's needs for suitable accommodation are not being met. The priority focus of work continues to be to try and influence lead strategies to support the needs of young people in inadequate accommodation as well as to collaborate with local agencies to meet needs appropriately on a case by case basis.

Data:

KPI: 05/06 April – December actual and % against target (named officer)	<u>100%</u>	KPI: 05/06 April – December actual and % against target (suitable accommodation)	83.79% (100%)
KPI: 06/07 target	<u>100%</u>	KPI: 06/07 target	100%

Action plan: Accommodation

Please enter the details of your actions in the Action Planning Tool

SUPPORT ACCESS TO MENTAL HEALTH SERVICES

Overview: including review of the past year, performance against KPIs and highlights of plans for the coming year:

The YOS has withdrawn funding for the Forensic Child and Adolescent Mental Health Service, which has led to the latter developing a DoH funded service for the Thames Valley, with inevitably significantly reduced direct access for Oxfordshire YOS.

However, a new PCAMHS service is being established with the YOS. Each team has an identified PCAMHS worker for regular consultation and advice and fast-track access to specialist CAMHS. This service is in development and its impact is still to be measured. Some early concerns are being raised about the loss of a direct service to our clients. We are currently reviewing the service offered and the needs of our client group to assess level of service required and how it can be met.

The Head of Service continues to chair the countywide CAMHS Steering Group and ensure the needs of young offenders are fully integrated into the local strategy.

The statistics for this year are potentially very misleading because of the low numbers of young people accessing a service due to the significant change in service provided.

We aim to significantly improve this area of our work following an audit and review of PCAMHS service and training offered.

Data:

KPI: 05/06 April – December actual and % against target (Acute)	33.3% (100%)	KPI: 05/06 April – December actual and % against target (non-acute)	100% (100%)	EPQA: 05 rating (where applicable)	
KPI: 06/07 target	100%	KPI: 06/07 target	100%	EPQA: 07 target	

Action plan: Mental health

Please enter the details of your actions in the Action Planning Tool

SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES

Overview: including review of the past year, performance against KPIs and highlights of plans for the coming year:

The Head of Service sits on the DAAT. Other strategic planning groups for young people have been suspended and are under review.

A new Young Peoples' Treatment Project is being developed with locally based workers and the YOS Substance Misuse Workers, whilst still employed and managed by the YOS, will be integrated into this service, as well as in YOS Area Teams.

The high percentage of young people whose needs are met at Tier 2 is a consequence of having local workers integrated within the YOS. Numbers needing Tier 3 interventions are very low. In all cases identified, services were accessed within 10 days.

Part of the Recovery Plan to manage YOS financial difficulties has resulted in the deletion of 0.5 Substance Misuse Worker post, unless this is funded by DAAT. The current grant does not provide resources to this level. This will have a long term impact on service delivery, although the benefits of the new Treatment Service have yet to be measured. An additional staff change will have a temporary impact on the service.

The migration of young people into the City from the North of the county, whilst always a local problem, has been managed more effectively through greater co-operation between YOS, Police and Accommodation services.

Recording systems have improved following 04/05 Quality Assurance Review.

Information Packs are delivered to all young people at assessment stage and Final Warning stage. Work with young people at Final Warning stage is under review, with a view to review service delivery at this initial point of engagement. Information given to parents is under review.

Substance Misuse work is being incorporated in work with parents in parts of the county. All Substance Misuse workers are trained in auricular acupuncture. We are currently reviewing practices and procedures underpinning the safe delivery of this work.

A target on young people and substance misuse has been included in the Local Area Agreement, which will have a positive impact on this area of our work.

Data:

KPI: 05/06 April – December actual and % against target (Assessment)	<u>88.37%</u> (100%)	KPI: 05/06 April – December actual and % against target (specialist assessment)	56.83% (100%)	KPI: 05/06 April – December actual and % against target (early access to intervention)	<u>98.79%</u> (100%)	EPQA: 05 (where applicable)	
KPI: 06/07 target	<u>100%</u>	KPI: 06/07 target	100%	KPI: 06/07 target	<u>100%</u>	EPQA: 07 target	

Action plan: Substance misuse

Please enter the details of your actions in the Action Planning Tool

SUPPORT RESETTLEMENT INTO THE COMMUNITY

Overview: including review of the past year, performance against KPIs and highlights of plans for the coming year:

An EPQA on Resettlement was carried out in September 2005 and the overall rating was 2.

The seconded YOS team in Huntercombe promotes a seamless service between community and custody on a range of issues, e.g. housing, resettlement with parents, substance misuse.

Restorative interventions are available via RJ practitioners for victims of young people who do go to custody.

Links between custody practitioners and leaving care staff in Children, Young People and Families Directorate have improved and led to better outcomes for children looked after and on Child Protection Register at point of resettlement, e.g. education planning; improved timetabling of support at earlier points in planning.

DTO ISSPs have been made available for young people with higher levels of need.

Young people identified via Catch & Convict and Prevent & Deter can access PAYP funding and more funding is likely to be available in 06/07.

Data: Resettlement

EPQA: 05 rating	2	EPQA: 07 target	<u>3</u>
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Action plan: Resettlement

Please enter the details of your actions in the Action Planning Tool

PROVIDE EFFECTIVE RESTORATIVE JUSTICE SERVICES

Overview: including review of the past year, performance against KPIs and highlights of plans for the coming year:

A high level of performance has been maintained over the year which is reflected in KPIs.

Victims were contacted/consulted in relation to 51% of Referral Panels where it was possible to extend an invitation, and in 27% of cases, direct contact was achieved between victim and young person.

Over this year, the use of group reparation has increased and some very well established and creative group projects, which include landscaping around a doctor's surgery following serious anti-social behaviour from large crowds of young people gathering there; making a basketball court at a youth centre; creating a special garden for peer mediators in a local school; an on-going allotment project with ISSP with produce presented to victims; making a sensory garden and pond at a primary school..

There has been considerable focus on art related reparation projects, including a partnership with BBC South involving a widely promoted exhibition of young peoples' art and an auction which raised over £500 for Children in Need; a workshop with an artist from Mali. There are plans to further develop the work through a potential joint bid with Modern Art Oxford, and a pilot project with the Arts Council South East, West Berkshire YOT, Thames Valley Partnership and Oxfordshire Youth Arts Partnership.

Other highlights of the year in promoting restorative justice have included convening a national conference together with Thames Valley Partnership "Doing Sorry", with a view to planning future events; establishing an Oxfordshire network for people involved with restorative practices (six lunchtime talks), with an attendance of approximately 30 at first event.

Links have also been established with local schools and colleges and the Pupil Referral Unit with the possibility of offering training.

The Family Group Conference has had a second successful year exceeding its target number of 12 conferences by an additional three, working in particular with children at risk of exclusion from school and those entering or leaving local authority care. A further grant has been awarded by the Children's Fund for a third year of delivery.

The successful pilot service itself will be mainstreamed within the new Children's Services Directorate from April 2006 and become a core part of the service delivered to children and young people in the county.

We are continuing to extend RJ across the service and ISSP will have an additional part-time worker.

We are reviewed our work with victims with high risk offenders and this will be further developed over the coming year.

Following the financial difficulties experienced by the service in 2005/06, it has been agreed to disband the dedicated RJ Team, but integrate this service across the whole YOT. A new post has been created to lead this area of our work, at Senior Practitioner level, reparation will be integrated into local teams and the management is under review, and referral order work will be managed by a local area team Unit Manager on behalf of the county.

The post of Volunteer Co-ordinator has been reviewed and become a half time role, based in an area team whilst the long term plans for this post are agreed.

The organisation is wholeheartedly committed to ensuring these changes do not detract from the high quality services provided in this area of our work to date. Whilst there has been a reduction in management roles, there is an increase in direct work, particularly to victims, in the new structure.

Plans for the coming year include developing a project with Thames Valley Partnership to develop an RJ pilot in one area, potentially around enhancing Referral Panel model; improving our services to young victims following a review of good practice elsewhere; continued use of video work, including the production of a video around victim awareness.

Data:

KPI: 05/06 April – December actual and % against target (intervention)	<u>87.4%</u> (75%)	KPI: 0405/06 April – December actual and % against target (satisfaction)	84.10% (75%)
KPI: 06/07 target	<u>75%</u>	KPI: 06/07 target	75%

Action plan: Restorative Justice

Please enter the details of your actions in the Action Planning Tool

SUPPORT PARENTING INTERVENTIONS

Overview: including review of the past year, performance against KPIs and progress against EPQA improvement plans, and highlights of plans for the coming year:

To date, the YOS has relied primarily on the STOP programme developed in Essex YOT. This has mainly been delivered by staff in a voluntary organisation and has proved extremely costly and has not always been successful in engaging families.

In contrast, where the YOS's own staff, with close links to area teams, have run the programme, a much higher level of both referral and continuity of attendance has been achieved.

During the year, five STOP groups, each of 11 sessions, were operated. Offenders' parents also participated in structural individual programmes and drop-in sessions.

The Head of the YOS is chair of the CAMHS Steering Group which has established a Parenting Commissioning Group. £70,000 pa has been allocated to fund a range of parenting programmes, many of which the YOS will have access to.

The intention is to achieve a step change in the YOS's engagement with parents, making this work central to practitioners at all levels (prevention through to custody). In order to ensure that parenting work is seen as part of the core business of the YOS and to achieve recognition that the family context is both potentially a risk or protective factor, there needs to be a shift in culture. This will involve improved training for staff and the prioritisation of this area of work at a strategic and management level.

There will be a range of interventions including individual, drop-in and group work, recognising that one size, and one method of intervention, does not fit all. While parents of offenders will on occasions be involved in general parenting programmes commissioned via CAMHS, there is also recognition that there needs to be specific group work provision organised and run within the YOS.

A management strategy group is being established to oversee developments. A Parents Charter will be developed, with the participation in its creation of parents who have been involved in earlier group work and, additionally, those who have not to date taken part in formal

programmes. Clear information will be made available with signposting to other services, e.g. Parentline Plus, and links to the Parents/Carers Sounding Board, the forum that advises the Children and Young Peoples' Strategic Partnership (Children's Trust).

Parenting work has to date been hampered by an absence of dedicated practitioner commitment. To rectify this, it is proposed to appoint a Parenting Co-ordinator (0.5 FTE) and a part time parenting champion in the three Area Teams and ISSP. All team based staff will have the following functions:

- Role Modelling parenting work;
- Staff training and joint work;
- Development of group work programme;
- Relationship building with parents, providing intensive support to join groups and retain them once involved;

The Parenting Co-ordinator will be responsible for:

- Development of staff training;
- Development on in-house countywide group programme;
- Reviewing the Parenting Screening Tool;
- Linking with other agencies in terms of joint work and access to generic programmes where appropriate;
- Development of a toolkit for evaluating the effectiveness of programme delivery.

It is anticipated that the YJB 10% target will be exceeded in the second year of this development.

Data:

KPI: 05/06 April – December actual and % against target (Interventions)	<u>5.5%</u> (10%)	KPI: 05/06 April – December actual and % against target (Satisfaction)	100% (75%)	EPQA: 04 rating	<u>2</u>
KPI: 06/07 target	<u>10%</u>	KPI: 06/07 target	75%	EPQA: 05 result	<u>2</u>

Action plan: Parenting

Please enter the details of your actions in the Action Planning Tool

ENSURE EQUAL TREATMENT REGARDLESS OF RACE

Overview: including a review of the past year, performance against last year's race action plan, and highlight actions for the coming year:

1. Review of 05/06

During this year we have continued to review data, building on the race audit of 2004/05. It is clear from further scrutiny that there is over representation of black and minority ethnic groups in the youth justice system and this relates to both disposals and geographical areas of deprivation (particularly Oxford City, reflecting the demographic of the City).

2. Review of Last Year's Action Plan

(a) Issue: Poor Recording of Asylum Seekers' Ethnicity and Racially Aggravated Offending

YOIS fields have been expanded to include fields for the range of potential asylum seekers' ethnicity to identify specific groups from which asylum seekers originate, and the YOT Asylum Seeker Worker analyse data and ensures there is consideration of ethnicity in service delivery.

YOIS fields have also been expanded to record racially aggravated offending. Both these points are being included in the new guidance we are drawing up locally for staff as part of the recent transfer to YOIS Plus, and will be monitored on an on-going basis.

(b) Issue: BME Young People Receiving Fewer Reprimands and Final Warnings, but more Referral Orders

Unit Manager with a lead on Final Warnings and local Police Inspector are undertaking a study of decision making for BME young people at point of contact with police and YOS. Report expected in May 2006 with action plan.

As part of our work to extend a local Diversion Scheme for Children Looked After (successful PSA for 2005/06), we are recommending building in BME young people to the next phase, to help redress potential differential sentencing. This work will also take into account geographical issues.

(c) Issue: Race Equality Plan

The YOS contributed comprehensively to the County Council Equality Impact Assessment process for 2006/07.

(d) Issue: Differential Sentencing at ISSP & DTO Stage

Managers responsible for ISSP and Custodial work are leading on an analysis of all BME young people receiving ISSP and DTOs, focussing on offence seriousness and personal characteristics. This also takes into account geographical location in view of the issue regarding the higher level of BME young people offending in key offence categories (robbery, violence and theft), and the concentration of such offences in the City and Bretch Hill in Banbury.

(e) Issue: Higher Level of BME Young People in Key Offence Categories Concentrated in Particular Geographical Areas

See b & d above.

Action plan: Equality

Please enter the details of your actions in the Action Planning Tool

E. REVIEW AND APPROVAL

Please include your schedule for reviewing the actions set out in this plan and the Action Planning Tool. In addition, please ensure that the Chief Officers from the participating agencies, including the Chief Executive of the Local Authority sign the plan.

Table B: Schedule for review of plan:

Review date	Reviewer

Table C: Signature of approval

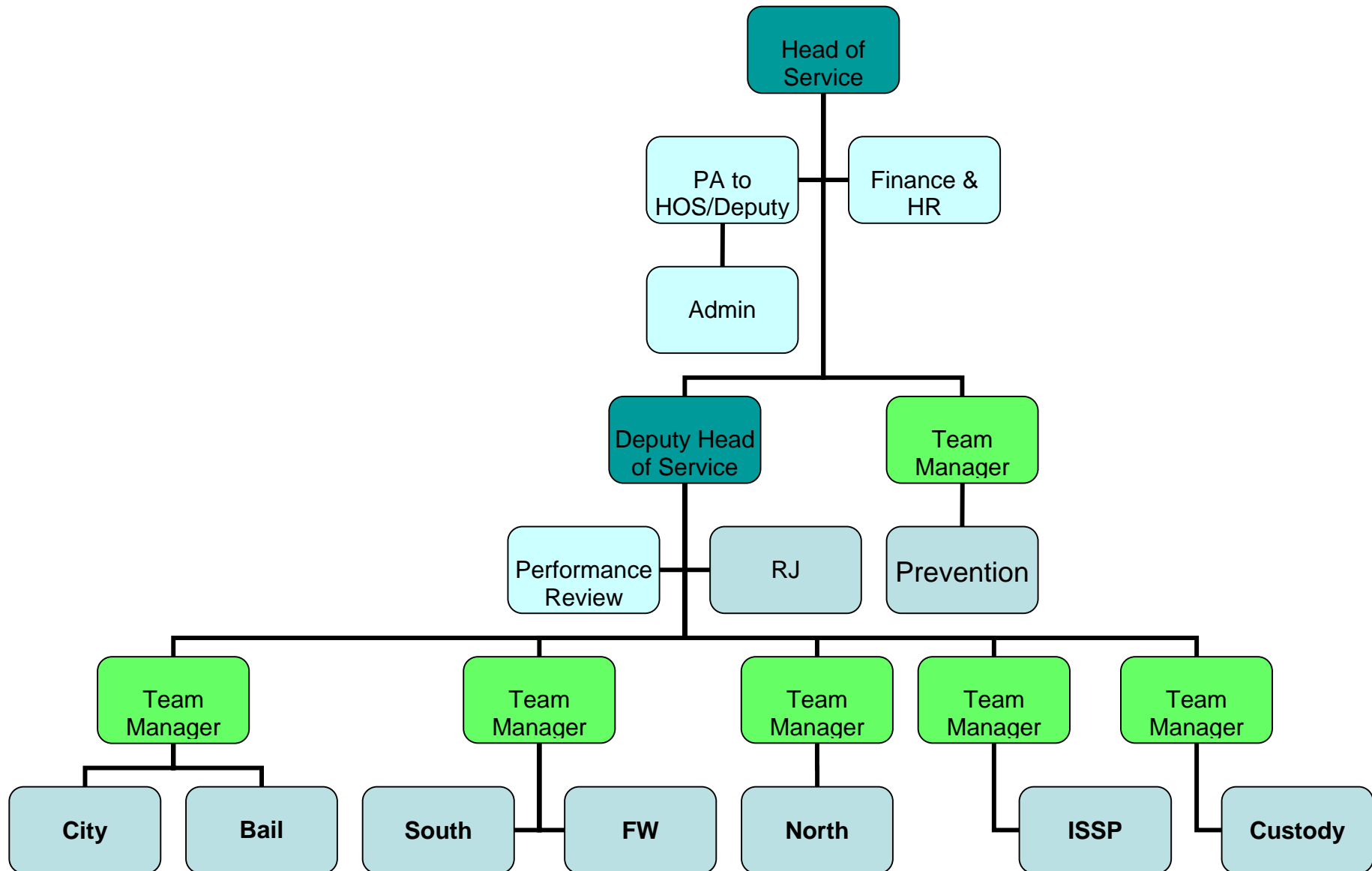
	Name Of Chief Officer	Signature	Date
Chief Executive Of The Local Authority			
Education Department			
Health Service			
Police Service			
Probation Service			
Social Services			
Other Partner(s)			

F. APPENDICES

Please provide the following information as appendixes:

- Org chart
- Performance measures

APPENDIX A: ORGANISATIONAL CHART



APPENDIX B: PERFORMANCE MEASURES

KPIs

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

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 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		435	
Prevent Offending (old target): At least 200 young people are identified and targeted for support each year	100% + (411/200)	NEW TARGET	
Intervene early (new target): 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 of risk of serious harm to others, or - their score is less than 12 but any sections score 4 			100
Intervene early (old target): Ensure that 80% of all final warnings are supported by an intervention programme	85.7%	67.06%	See new target

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
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:	2002/03 cohort % reoffending after 24 months:	2003/04 cohort % reoffending after 24 months (if available):	2004/5 cohort % reoffending after 24 months:
Pre-court	36.2%	29.16%	Reduction of 5%
First tier penalties	60.8%	46.51%	Reduction of 5%
Community penalties	78.0%	82.60%	Reduction of 5%
Custody	50.0%	100%	Reduction of 5%
Reduce the use of custody (secure remands): Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional / unconditional bail) to 30%	19.8%	19.66%	30
Reduce the use of custody (custodial sentences): Reduce the number of custodial sentences as proportion of all court disposals to 5%	4.3%	5.37%	Reduce to 5%
Ensure the swift administration of justice: Ensure that 90% of pre-sentence reports are submitted within 10 days for PYOs	68.5%	100%	90
Ensure that 90% of pre-sentence reports are submitted within 15 days for general offenders	55.9%	100%	90
Ensure effective and rigorous assessment, planning and supervision Ensure that 100% of assessments for community disposals are completed at assessment stage	96.5%	88.12%	100
Ensure that 100% of assessments for community disposals are completed at closure stage	95.9%	84.33%	100
Ensure that 100% of assessments for custodial sentences are completed at assessment stage	100%	100%	100

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
Ensure that 100% of assessments for custodial sentences are completed at transfer stage			100
Ensure that 100% of assessments for custodial sentences are completed at closure stage			100
Ensure that all initial training plans for DTOs are drawn up within 10 working days of sentences being passed			100
Support young people engaging in education, training and employment: Ensure that 90% of young offenders who are supervised by the Yot are either in full-time education, training or employment			90
Support access to appropriate accommodation: 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			100
Support access to mental health services: Ensure that all young people who are assessed by ASSET 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 service based on this assessment			100
Ensure that all young people who are assessed by ASSET as manifesting non-acute mental health concerns are referred by the YOT for an assessment and engagement by the appropriate CAMHS tier (1-3) commenced within 15 working days			100
Support access to substance misuse services: Ensure that all young people are screened for substance misuse			100
Ensure that all young people with identified needs receive appropriate specialist assessment within 5 working days of assessment			100

Theme and measure	2004/05 outturn	2005/06 Apr-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			100
Provide effective restorative justice services: Ensure that 75% of victims of youth crime referred to Yots are offered the opportunity to participate in a restorative process			75
Ensure that 75% of victims are satisfied			75
Support parenting interventions: Ensure that 10% of young people with a final warning supported by intervention or a community disposal receive a parenting intervention			10
Ensure that 75 % of parents participating in a parenting intervention are satisfied			75
Ensure equal treatment regardless of race (new target): Yots must deliver targeted activity that substantially reduces local differences by ethnicity in recorded conviction rates, by March 2008			
Ensure equal treatment regardless of race (old target): 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
Prevention: post 07			
Early intervention: Final warning interventions			
Intensive supervision: ISSP post 07			
Managing demand for custody: Remand management 05 – 07 or 06 – 08			
Swift administration of justice: post 07			
Restorative justice and victims: post 07			
Race (n/a)			
Recidivism (n/a)			
Assessment, planning interventions and supervision			
Education, training and employment			
Substance misuse: 05 – 07 or 06 – 08			
Mental health: 05 – 07 or 06 – 08			
Accommodation (n/a)			
Resettlement			
Parenting			

OXFORDSHIRE YOUTH OFFENDING SERVICE – YOUTH JUSTICE PLAN 06/07

GLOSSARY

The page number refers to the first time the acronym is used.

Page		
3	EPQA	Effective Practice Quality Assurance
3	YOS	Youth Offending Service
4	ASSET	Mandatory Assessment Tool to be used with all young offenders
5	YOIS Plus	Youth Offending Information System recently enhanced. It produces data for required quarterly returns to the Youth Justice Board.
5	U Project	Government funded scheme to work with young people in Year 11 without education, training or employment destinations defined.
5	PAYP	Positive Activities for Young People – Government funded scheme targeted at young people at risk of offending to provide diversionary activities in school holidays.
5	CDRP	Crime and Disorder Reduction Partnership
5	IRIS Scheme	Police/Probation Service scheme targeted at identified adult prolific offenders.
6	PPOs	Prolific and Priority Offenders
6	ISSP	Intensive Supervision and Surveillance Programme
6	PCAMHS	Primary Child and Adolescent Mental Health Service
10	MAPPA	Multi Agency Public Protection Arrangements
10	CAMHS	Child and Adolescent Mental Health Service
12	HMIP	Her Majesty's Inspector of Probation
14	YJB	Youth Justice Board
14	PSR	Pre-Sentence Report
15	UMIS	Universal Management Information System (a Prevention database)
15	KPI	Key Performance Indicator
15	YOI	Young Offender Institution
17	PACE	Police and Criminal Evidence Act
17	RAP	Referral Arrest Program (drug & alcohol testing: not available in Oxfordshire)
18	DAAT	Drug and Alcohol Action Team
19	PCT	Primary Care Trust
20	EYS	Education Youth Service (a private training provider)
20	E2E	Education to Employment

Page		
20	PRUIS	Pupil Referral Unit
21	IDSS	Identification and Support Scheme (Prevention programme targeted at 8-13 year olds)
21	BHYP	Banbury Homeless Young People Project
22	RJ	Restorative Justice
23	PIC	Prisoners in Custody
23	SEM	Secure E-Mail
26	NQF	National Qualification Framework
26	APIS	Assessment and Planning System
26	PCEP	Professional Certificate in Effective Practice
26	LSC	Learning & Skills Council
27	INSET	Youth Justice Board training programme
29	BCU	Basic Command Unit (Police command area)
32	PSA	Public Service Agreement
32	LAA	Local Area Agreement
33	TVP	Thames Valley Police
41	ASBO	Anti Social Behaviour Order
41	DTO	Detention and Training Order
42	PYO	Persistent Young Offenders
45	ONSET	Assessment Tool from Youth Justice Board for prevention
59	BME	Black and Minority Ethnic
63	FW	Final Warning
Action Plan	DHOS	Deputy Head of Service
Action Plan	UM	Unit Manager