



# **Youth Justice Plan**

**2006 – 2007**

**SEFTON YOUTH OFFENDING TEAM**

## **TABLE OF CONTENTS**

<b>A.</b>	<b>Summary</b>	<b>3</b>
<b>B.</b>	<b>Local Planning Environment</b>	<b>6</b>
<b>C.</b>	<b>Drivers of Performance</b>	<b>8</b>
	C.1 Governance and Leadership	8
	C.2 Performance and Quality Systems	10
	C.3 Resources	11
	C.4 People and Organisation	16
	C.5 Partnership Working	19
<b>D.</b>	<b>Delivery Plan</b>	<b>21</b>
<b>E.</b>	<b>Review and Approval</b>	<b>37</b>
<b>F.</b>	<b>Appendices</b>	<b>39</b>

### **Appendices**

<b>Appendix A:</b>	<b>Organisational Chart</b>	<b>40</b>
<b>Appendix B:</b>	<b>Performance Measures</b>	<b>41</b>

## **A. SUMMARY**

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### **Youth Justice Plans**

Sefton Council, with the support and co-operation of the Police, Probation and Health Services, is required to establish a Youth Offending Team (YOT) and make sure an appropriate range of youth justice services is available in the area. The YOT's purpose is to prevent offending by children and young people. A Youth Justice plan is prepared annually to show how youth offending services are to be provided and funded, how the YOT is organised and what it will do. The plan is submitted for approval to the Youth Justice Board for England and Wales (the YJB). The YJB oversees the youth justice system as a whole, and this includes monitoring and inspecting YOTs.

A Youth Justice Plan must have equal regard to the priorities of the Area Criminal Justice Board, the local Crime and Disorder Reduction Partnership, the Children's Services Authority and the YJB.

### **Youth Justice Services**

Sefton's YOT is organised into four 'functional' sections that operate borough wide: court services and case management, programme delivery, restorative practice and business support. The team also has specialist Health, Education and parent support services that work across all operational areas. The main operational areas are preventative work in schools and the community, the provision of Appropriate Adult services, 'pre-court' work with children who have admitted offences, the preparation of reports for courts, the supervision of children on bail or remand, organising Youth Offender Panels, the supervision of offenders, face to face work with young offenders, parent support and work with or on behalf of victims.

### **Performance 2005-06**

#### ***Offending and sentencing***

The number of community sentences increased significantly from 2004 to 2005 (calendar years). Referral Orders increased from 152 to 156 (up 2.6%), Reparation Orders from 32 to 38 (up 18.8%), and community penalties from 130 to 171 (up 31.5%), [There were 130 community penalties in 2001 and 73 in 2003]. The number of young people receiving a custodial sentence increased from 12 to 31 (8 in 2003), up 158.3%. However, the proportion of Sefton's young people who committed offences in 2005 (of the total population of 10-17 year olds) decreased from 2.02% in 2004 to 1.64% in 2005, [2.11% in 2003, 1.93% in 2002]. The proportion of offences dealt with pre court declined to 21.84% (27.5% in 2004), of which 17.17% were reprimands (25.91% in 2004). The number of 10-17 year olds in the population has risen in recent years, from 28,636 in 2000, to 29,820 in 2002 and 31,748 in 2004. So, a smaller proportion of young people committed offences, but the trend appears insignificant; the number of 10-17 year olds has increased; and many more custodial and community penalties were imposed in 2005 than before. Young people who commit offences are now far more likely to go to court than ever before. Rates of re-offending remain about average but have improved a little (see Delivery Plan).

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

The YJB's EPQA strategy aims to improve YOT performance having regard to what works to prevent offending ('effective practice'). There is a rolling programme of QA exercises that address selected, key areas of effective practice. The first exercises were conducted in 2003 (see YJ Plan 2005-06). In 2005-06 the areas chosen were resettlement and mental health. On a scale of 0-3, overall performance in both areas was rated as 1, which is about average in comparison to other YOTs, but suggests there is clearly room for improvement. Action plans were drawn up and are being implemented. A similar, independent QA exercise was undertaken on the Youth Inclusion Project (YIP) run by Crime Concern and was extremely positive, suggesting the YIP remains one of the best in the country.

### **Inspection**

The YOT was formally inspected between January and April 2005, and a report published in October 2005. The Inspectors particularly looked at the management and partnership arrangements, work with young people and parents, and services for victims. There is clear scope for improvement in case management practice, but overall performance is good and there is a sound basis for further development. Importantly, the YOT's work is getting better in terms of effectiveness and quality. Its managers and staff are determined to improve yet further.

### **Risk Factors - case assessments**

The YOT assesses every young offender, at the beginning and end of its work, to see why offending has occurred, decide what to do about it and finally see whether its intervention has made a difference. Data is produced highlighting key problems and their seriousness in relation to offending (rather than the seriousness of the problem itself), for four groups of offenders: those who receive a Final Warning, a community penalty, an intensive supervision and surveillance programme, or a custodial sentence. As in previous years the 2005-06 data suggests the major problems facing young offenders are their thinking and behaviour, lifestyles, family or personal relationships, and education, training or employment. Substance misuse is still of concern but relatively less so across all cases. Generally the more serious or repeated the offending the more significant these risk factors are. When YOT involvement ends, it seems many of these problems have improved, in some cases significantly.

### **Key objectives 2006-07**

- Fully implement the Inspection Action Plan, the Delivery Plan (section D, below) and improvement plans in key areas of effective practice (Resettlement, mental health, substance misuse)
- Improve general and specialist assessments, case planning and review
- Achieve national standards for the supervision of offenders whilst maintaining the quality of interventions
- Develop further the YOT's performance management, with special regard for workforce development incorporating the 'common core' of child care knowledge and skills
- Develop youth crime prevention practice within the context of local strategies for children & young people, including the emerging arrangements for a Children's Trust, for community safety and for criminal justice

The analysis of offending and re-offending rates is forever complicated by changes in how figures are compiled, in legislation, and in community safety, policing and sentencing practices. The context for our work is dynamic, politically and organisationally. Sefton's re-offending rates are about average but in

2005-06 improved compared to 2004-05. More progress needs to be made, especially with young people subject to community penalties. More encouragingly, young people supervised by the YOT generally do not commit more serious offences nor offend more frequently than before they were sentenced.

***Other performance measures and targets***

Performance in relation to other key performance indicators remains highly encouraging. Targets and good quality standards have been attained in almost all key areas.

## **B. LOCAL PLANNING ENVIRONMENT**

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### **Local Strategic Partnership**

The Local Strategic Partnership determines the strategic plan for the whole of Sefton. It brings together people from public, business, community and voluntary sectors. Two of its 'thematic' 'blocks' or sub groups are concerned with children's services and with community safety.

### **Children's Services**

The Council's lead member for Children's Services chairs the thematic group for children and young people (CYPTG), at which the YOT is represented by the Council's Chief Executive. The Council's Education and Children's Social Care for children and young people are fully integrated in a Children's Services Department. The YOT manager reports to an Assistant Director for Young People, who is accountable to the Director of Children's Services. Through this mechanism the YOT is fully engaged with the implementation of *Every Child Matters* (ECM): an evolving framework for children's services leading to Children's Trusts and encompassing new arrangements for safeguarding children, for assessments, lead professionals, multi disciplinary teams and much more. The development of the Children and Young People's Plan (CYPP) is overseen by the CYPTG and supported by a sub group for each of the five, key ECM outcomes. One such sub group concerns *Making a Positive Contribution*, which is chaired by the Assistant Director for Young People.

### **Community Safety**

This thematic group is the Crime & Disorder Reduction Partnership (CDRP). The Council's Chief Executive and the YOT Manager are both members of the CDRP, which is chaired by the Police Area Commander. There is a pan Merseyside multi agency group (MAG) that seeks to provide countywide cooperation and coordination of action to address key crime and disorder priorities. Sefton's YOT Manager represents Merseyside YOTs on this group. The group fostered the development of local 'Joint Agency Group' structures to target serious and persistent offenders and help implement the Government's *Prolific and Other Priority Offender* (PPO) strategy. The CDRP is responsible for delivering the PPO strategy, which comprises three strands: *Catch & Convict, Prevent & Deter* and *Rehabilitate & Resettle*. Implementation of the Prevent and Deter strategy is overseen by the YOT partnership.

### **Criminal Justice**

The Merseyside Criminal Justice Board's (CJB) priorities are to bring more offenders to justice, target persistent offenders and ensure they are dealt with from arrest to sentence efficiently and effectively. YOTs have a seat on the CJB, and Sefton is represented by the Head of St Helens Youth Offending Service. The CJB supports day-to-day performance management through a *QUANTUM* meeting, which is chaired by the Chief Constable. Sefton YOT attends meetings of the local criminal justice delivery board and separate tracker meetings, to support action in relation to persistent young offenders. Local Public Protection arrangements (MAPPA) are currently under review, but the YOT is represented at county level on the local board by St Helens' Head of Youth Offending Services.

### **Other Services**

Other service commissioners and providers represented on these three key strategic partnerships include Connexions, Leisure, Housing, the Drugs Action Team (DAT), and the voluntary sector. The YOT attends meetings of the local forums concerned with Housing and Homelessness and meetings convened

by the DAT. Its Health Intervention Team helps meet key targets for mental health and teenage pregnancy.

***Objectives and priorities***

The YOT partnership must strike a balance between its duties to the YJB, its obligations to local agencies, and the YOT's independence as an agency, for example as a partner of the Children's Services Authority and a full member of the Criminal Justice Board.

***Next Steps***

- A review of the relationship between the multi agency group, local CDRPs and the criminal justice board has been undertaken and its findings will be considered in May 2006
- Clarification of the YOT's specific contribution in the development of the Children and Young People Plan, a strategy for Young People and implementation of the community safety strategy

## **C. DRIVERS OF PERFORMANCE**

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

- The YOT sits apart from, but is closely aligned with three key partnerships concerned with criminal justice, children's services and community safety. Its Head of Service, the YOT manager, is accountable to a Management Group, chaired by the Council's Chief Executive and comprised of senior officers from the three partnerships. It meets quarterly to monitor and control the YOT's performance, its resource management, operational activities and overall strategic direction.
- The YOT's work as a criminal justice agency, including a duty to prevent re/offending, will remain its highest priority; and representatives from the Courts and the Crown Prosecution Service will continue to be valued members of the management group. The YOT will be represented on the Criminal Justice Board and support delivery of the Board's targets locally.
- The YOT partnership's task of overseeing implementation of the Prevent and Deter strategy warrants review, having regard to the Children and Young People's Plan and the arrangements for children's services, and the Sefton response to Youth Matters.
- The YOT will take its place as an agency within the *Every Child Matters (Change for Children)* agenda, with representation on the CYPTG, its key sub groups (one for each key ECM outcome) and the Safeguarding Children Board.
- In 2005-06 an *Inter Authority Members Group* was established and meetings will be held between representatives of the boards of the partnership's key funding partners, chaired by the Council's lead member for Children's Services.

**Table A: Composition of Management Board**

<b>Name</b>	<b>Agency representing</b>	<b>Post in agency</b>	<b>Ethnicity</b>	<b>Gender</b>
<b>Chair: G Haywood</b>	Sefton Council	Chief Executive	White	Male
B Marsh	Sefton Council, Children's Services	Strategic Director	White	Male
D Metherell	National Probation Service	Assistant Chief Officer	White	Male
R Thomson	South Sefton PCT	Special Projects Officer	White	Male
L O'Donnell	Merseyside Police	Partnership Development Officer	White	Male
J Roden	Crown Prosecution Service	Branch Crown Prosecutor	White	Female
S Bouch	Sefton Magistrates	Head of Legal Services	White	Female
S Eyre	Youth Offending Team	YOT Manager	White	Male
N Bellamy	Sefton CVS	Deputy Chief Executive	White	Male
J James	Connexions	Area Connexions Manager	White	Female
M Loughlin	Sefton Council, Children's Services	Assistant Director	White	Female
G Raikes	South Sefton Magistrates Court	Head of Legal Services	White	Female
L Walters	Forum Housing Association	Project Manager	White	Male
R Williams	Sefton Council, Housing Department	Housing Director	White	Male

## C.2 PERFORMANCE AND QUALITY SYSTEMS

- The YOT Manager provides the management group with quarterly updates on performance against key targets and workload measures. This is complemented by information about the YOT's financial position, other resource issues, quality assurance exercises, staffing and workforce development. This information is disseminated to senior YOT Managers and staff as appropriate.
- The YOT's performance management framework is closely integrated with that of the Children's Services Department. Its key features are a service plan (this Youth Justice Plan), management action plans, plus personal development and action plans for all staff. The plans are reviewed and updated twice yearly. Individual plans are managed through supervisory systems complemented by systems for case planning and review.
- There are steering groups for Referral Orders, restorative practice, the Youth Inclusion Project and the Intensive Supervision and Surveillance Programme.
- The YOT complies fully with the YJB's *Effective Practice Quality Assurance* (EPQA) strategy. Independent quality assurance reviews are conducted on the Youth Inclusion Project and the Intensive Supervision and Surveillance Programme.
- Operational managers monitor case recording on the YOT's electronic information system for casework (YOIS). An 'arms length' group conducts quarterly, 'dip sampling' quality assurance exercises. The Business Support section supports them and provides a degree of independent scrutiny. Key data entries are checked monthly for compliance and technical accuracy – in some cases more frequently. Data returns to the YJB are scrutinised by senior managers prior to submission, to ensure correspondence with actual performance. Further information is obtained from QA exercises. The responsibilities of individual practitioners are set down in policies and procedures and reinforced through supervision and individual action plans.
- Underperformance in relation to national and local targets, standards and policy is addressed at each appropriate level: at the management group, within the YOT's senior management team and in each section of the YOT with first-line managers and staff.

### C.3 RESOURCES

#### C3 a Financial resources

The YOT Management Group has in recent years permitted an annual overspend by the YOT to meet burgeoning demand from partners (see sections A and B) and from the YJB. The intention now is to bring annual expenditure in line with income and achieve a sustainable, balanced budget. However, this represents a considerable challenge given current pressures on the budgets of PCTs, local authority and Probation.

The *value* of the total YOT budget for 2006-07 is £2,157,900, which is £154,000 more than in 2005-06. This is attributable primarily to increases in budget for wage inflation, in the cash contributions of the local authority and the Police, and additional Prevention funding from the YJB, totalling £206,578. A balanced budget will be achieved by making further savings and potentially by cutting criminal justice services. The main changes between last year and this are

- **Police:** increase in cash contribution of £13,626
- **Local Authority:** increase in general cash contribution of £140,000 (net)
- **YJB:** net increase in grants (various) of £52,952

There seems no reason to believe the demands placed on the YOT will subside in 2006-07. Indeed, the trends outlined in previous sections seem set to continue: expectations of closer integration with children's services, an extension of preventative work, proportionately fewer pre court interventions, more court disposals, more intensive and effective community supervision, more use of custody, improved quality assurance and greater scrutiny from the Criminal Justice Board. How the YOT plans to deal with these pressures is outlined below.

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

<b>Core activity</b>	<b>Budget expenditure (£)</b>
Preventive services	610,900
PACE Services	17,500
Pre-court services	181,000
Court-based services	179,100
Remand services	72,400
Community-based services	863,700
Through care / after care (including RAP)	145,800
Other orders	87,500
<b>Total:</b>	<b>2,157,900</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>
Police	155,600	19,000	5,400	180,000
Probation	93,100	4,000	9,500	106,600
Social Services *	756,900	129,500	48,500	934,900
Education *				
Health (from Table A2b)	63,400	37,600	44,400	145,400
Local Authority Chief Executive *				
Additional Funding (from Table A2a)	562,600	16,900	211,500	791,000
<b>Total</b>	<b>1,631,600</b>	<b>207,000</b>	<b>319,300</b>	<b>2,157,900</b>

\*Children's Services is responsible for the former areas of Social Services and Education

**Table A2a: Additional sources of income**

<b>Additional source</b>	<b>Amount (£)</b>
Single Regeneration Budget	-
European Funding	-
Youth Justice Board	577,800
Other	213,200
<b>Total (for inclusion in Table A2)</b>	<b>791,000</b>

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

<b>Health contribution: Funding source</b>	<b>Amount (£)</b>
Source 1: S Sefton PCT	97,000
Source 2: N Sefton PCT	48,400
Source 3: (etc)	
<b>Total (for inclusion in Table A2)</b>	<b>145,400</b>

### C3 b PROGRAMME RESOURCES

The YOT has a range of programme resources to meet the needs of young people and their families, including:

- Day Centre Team, including ISSP Co-ordinator – key-workers, sessional workers, mentors and volunteers to work with young people on YOT interventions. Group and individual programmes are provided, focusing on offending behaviour, including programmes to address violence and vehicle crime. The 'Teen Talk' programme is particularly well used. The Day Centre Team can offer individual or group support to young women, and will improve programmes to meet the diverse needs of young people as part of the Race Action Plan.
- Health Intervention Team (HIT) – comprising two health visitors (including HIT Manager), a clinical psychologist based in the YOT but also a member of the local CAMHS team, an Alcohol Worker able to offer Tier 3 services and a Drugs Worker (see below).
- Drugs Services – partnership agreement with Sefton DAT for the provision of Tier 3 drugs services, with the plan to develop integrated substance misuse services for young people across the Borough in 2006-07, within parameters set out in the Children and Young People's Plan.
- Centre for Restorative Practice – offering a full range of restorative practices to help prevent youth crime and disorder; for the criminal justice system, Children's Services, including schools and Looked After children, and the CDRP. The Centre oversees the YOT's community payback / reparation services. See below, *Youth Inclusion and Support Panel* and *Accommodation*.
- Youth Inclusion and Support Panel – to provide specialist preventative services for 8-13 year olds in target neighbourhoods & groups, to be established in 2006-07, based at the Centre for Restorative Practice.
- Parenting Team – provides support to parents and carers of young people subject to YOT interventions and a wider service across the Borough. Programmes are available on both a voluntary and statutory basis, with on-going support groups when formal involvement has ended.
- Accommodation – ready access to emergency accommodation for homeless young people, local authority accommodation for Looked After children, advice and support from the YOT's Accommodation Officer (see Delivery Plan, *Support Access to Appropriate Accommodation*). A partnership led by Forum Housing Association, with the YOT and the DAT will provide a preventative service for a small number of young people in target areas in 2006-08. It will be based in the YOT's Centre for Restorative Practice.
- Targeted diversionary activities – access to services not managed by the YOT, including a Youth Inclusion Project, Positive Futures and PAYP

### C3 c INFORMATION TECHNOLOGY

The YOT uses YOIS *Plus+* as its case management system, which is on the local authority's network, thereby allowing access by all YOT staff at the three main offices, plus one court office. Therefore, up to date case management records are readily available to all of the team, and regular in-house refresher training is undertaken.

The YOT already has access to the local authority's InfoView system for the secure exchange of relevant information on young people, and the YOT is acquiring UMIS (Universal Management Information System), which will allow for the secure exchange of similar information between partner agencies and the YOT, including delivery of the YIP and YISP.

The local authority network also allows for users to be connected by internal and external email, plus access to the YOT's secure email system. The YOT has been involved in the pilot scheme with the YJB for electronic placements, which is now operational direct from one court or by way of Business Support in the main YOT office. Secure email has also been used in a pilot scheme with Lancaster Farms YOI for the secure transmission of information on young people, enabling the establishment to make an assessment and plan for the young person prior to their arrival at the establishment.

The YOT is linked to XHIBIT, which allows for the tracking of young people through Crown Courts, thus enabling the YOT to have important information quickly. The YOT Business Support Manager represents the five Merseyside YOTs on the CJSE Processes Working Group on Merseyside. It is anticipated that the use of secure email will be extended to the exchange of information from Merseyside Police, and subsequently, the YOT will have access to information from LIBRA (Magistrates Courts).

In the north of the Borough, the YOT delivers services from shared, rented premises, and does not have an office in the court building. Therefore, staff do not have access to the case management system, nor access to email. It is anticipated that this will be resolved by the use of laptops with wireless connections to the local authority network.

Within the YOT's day centre, stand-alone PCs are used to deliver programmes to young people attending the centre. Access to the internet for young people, for educational purposes, is to be reviewed and appropriate arrangements made.

The YOT's ICT infrastructure has recently been reviewed and more equipment purchased. This exercise will be repeated in 2006-07.

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

### **C4 a WORKFORCE PLANNING**

#### **The Workforce**

The YOT has 57 core staff, 26 community panel members plus 10 awaiting training, 30 paid sessional staff and a further 6 volunteers, including Appropriate Adults and mentors. Most jobs with the YOT require the post-holder to have a suitable, accredited, professional qualification and all but two senior managers have a management qualification. Apart from administrative staff, there are 11 positions that do not require such qualifications. 3 do have qualifications, 3 are police officers, and all have been put forward for the Professional Certificate in Effective Practice (PCEP). To date, 8 members of staff have been awarded the PCEP and 6 are studying for it. No member of staff has studied for the Effective Practice Unit Award.

All but one member of staff is white. 3 of the senior management team are female, 5 male. The 'extended' management team includes all senior practitioners and numbers 17 (15 posts) in total; all are white, 7 are female and 9 male (1 vacancy). The workforce is exceptionally experienced and would probably benefit from an injection of youth.

Alcohol and Drugs services are commissioned by the DAT and the workers employed by independent organisations. Other members of the Health Intervention Team are employed by the National Health Service, and Youth Inclusion Project staff work for Crime Concern.

#### **Staff vacancies and recruitment**

Table 25a illustrates the YOT's staffing situation as at 31<sup>st</sup> March 2006. Now, in April, there are vacancies for a senior manager, a psychologist, a drugs worker and a Probation Officer. Action is being taken to recruit to all four positions. Additionally, there are plans further to develop substance misuse services for young people, to establish a Youth Inclusion and Support Panel, develop restorative practices and to enhance Health services, all of which will require further recruitment, of up to six people.

The pool of volunteers, for the community panel, mentoring and general purposes, is currently sufficient. Recruitment is ongoing, but a more formal initiative may be taken in the Autumn. The recruitment, training and support of all volunteers and sessional staff is overseen by the Referral Order Co-ordinator and supported by all sections.

**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	2	4	5		8	5	10				34
Fixed Term		1	1		7		1				10
Seconded Social Services											0
Seconded Probation					1						1
Seconded Police					3						3
Seconded Health			1			1					2
Seconded Education			1								1
Seconded Connexions											0
Seconded Other											0
Outsourced	1				1						2
Temporary					1			30		30	61
Vacant			1		2						3
<b>TOTAL</b>	<b>3</b>	<b>5</b>	<b>9</b>	<b>0</b>	<b>23</b>	<b>6</b>	<b>11</b>	<b>30</b>	<b>0</b>	<b>30</b>	<b>117</b>
<b>Gender/Ethnicity</b>											
White Male	1	4	4		9	1		16		10	45
Black Male											0
Asian Male											0
Mixed Race Male											0
Chinese/Other Male											0
White Female	2	1	4		11	5	11	14		20	68
Black Female					1						1
Asian Female											
Mixed Race Female											
Chinese/Other Female											
<b>TOTAL</b>	<b>3</b>	<b>5</b>	<b>8</b>	<b>0</b>	<b>21</b>	<b>6</b>	<b>11</b>	<b>30</b>	<b>0</b>	<b>30</b>	<b>114</b>

## C4 b Workforce development

### Needs

The YOT's business cycle begins with this Plan, closely aligned with the Children's Services' Department's performance management framework. Personal development plans for all staff were reviewed in October and November 2005 to inform this plan. This development plan takes into account the needs of core YOT staff, alcohol and drugs workers, health professionals, staff who work for the Youth Inclusion Project and people who are yet to be recruited.

### Organisation

The YOT receives support from the Children's Social Care Department's staff training and development section: access to courses and help with arranging specific events. Sefton will continue to work with other Merseyside YOTs to organise and deliver training through a *Collaborative Training Group*. Its chair represents Merseyside on a regional steering group that oversees implementation of the YJB Human Resources and Learning strategy. The Collaborative Group's work plan for 2006-07 is likely to be dominated by the provision of INSET training, but should again include training in diversity, mental health, restorative practice, court skills and assessment. The Group aims each year to do three things to promote anti discriminatory practice.

### Key priorities

- Supporting staff on the *Professional Certificate in Effective Practice*
- INSET training, particularly in risk management, mental health and resettlement
- Implementation of an induction programme for all staff
- Training to provide specialist therapeutic interventions – health, young people who sexually abuse
- Developing the skills and knowledge of volunteers and sessional staff
- Accredited management training for one senior manager
- Providing all staff with the knowledge and skills required to support Children's Services' reforms: the 'common core', common assessment framework, lead professionals, Youth strategies, safeguarding children, performance management and inspection regimes (Joint Area Review refers)
- Further provision to support the Delivery Plan (section D) – restorative approaches, assessment, pre sentence report writing, substance misuse, diversity (race)

### Budget

The nominal, core training budget remains, as in the last two years at £12,000. This is supplemented by partner agencies for attached staff and by discrete funding streams, including the Children's Fund (for restorative practice) and the Intensive Supervision and Surveillance Programme. Corporate needs are addressed separately. Total expenditure on training in 2006-07 is likely to be £26,000, or about 1.2% of budget, which warrants review.

## C.5 PARTNERSHIP WORKING

The mutual support between the YOT and its partners is described in sections C1 (Governance and Leadership), C3 (Resources) and D (Delivery Plan – see action plans per performance measure), for all of which the context is the local planning environment (section B). Collectively these sections describe how decisions are made in relation to overall aims & objectives, targets and priorities; and about the management arrangements, structures and resource allocation required to fulfil them. Some targets may conflict in the short- term, but each may be achievable in the long term. In 2006-07 partners will:

- Support the inter authority members group
- Continue to implement the YOT's inspection action plan
- Take into account the needs of young offenders and their families, including ASSET data, when planning and commissioning services

The YOT will further support other partnerships in 2006-07 by contributing to

- The further reform of Children's Services, including the Children and Young People's Plan, with particular regard to the Young People Strategy (the Sefton response to Youth Matters) and social care services, especially for Looked After children
- The further development of Children's Fund projects to secure integration with this plan, the YOT's anti bullying work in schools and the Prevent and Deter strategy
- The development and implementation of the Young People's Substance Misuse Plan
- The development of local structures and initiatives to reduce crime, the fear of crime and anti social behaviour, including the potential extension of restorative practices
- The work of the Social Inclusion Unit, particularly action to combat racism
- The special project with Forum Housing Association and the DAT (see section C3b)
- Any reform of the Connexions service and the development of training and employment provision for young offenders by the Learning and Skills Council

# **DELIVERY PLAN**

## D. DELIVERY PLAN

### PREVENT OFFENDING

The Prevention target aims to reduce the number of first-time entrants to the youth justice system i.e. young people who commit their first offence and receive a reprimand, a final warning or a court sentence. For 2005-2006, this target was set at 447; and the number of first time entrants between April and December 2005 was 134, which is 29.8% below (better than) the annual target. A figure of 75% would mean the number of new entrants to date was precisely on target.

The main strands of prevention within the YOT's governance are a Youth Inclusion Project (YIP) run by Crime Concern, Youth Inclusion and Support Panel (YISP) and a Centre for Restorative Practice (SCRP). The YJB's Prevention funding will be used to sustain the YIP and incrementally to establish a YISP. In the 12 months from March 2005, the YIP worked with 109 young people aged 13 to 17. Its boundaries were recently revised and extended. Matched funding has continued to be a challenge and is likely to remain so in 2006-07. The multi-agency YISP will identify eventually up to 200 children and young people aged 8 to 13 living in NRF wards that are at risk of involvement in crime and disorder. It will seek to ensure that mainstream services are targeted and co-ordinated to address risks and needs and strengthen protective factors. The SCRP (see below, *Provide Effective Restorative Justice Services*) continues to contribute significantly to preventative work in schools, including an anti-bullying initiative. There is a strong correlation between reductions in school exclusions and the use of restorative approaches in behaviour management.

The work of the YIP and YISP, and indeed full implementation of the CDRP's *Prevent and Deter*, strategy will need to be carefully integrated with the evolving framework for children's services, including systems for identifying, assessing, planning and coordinating work with vulnerable children (the Common Assessment Framework and systems for lead professionals refer).

The three key action points for 2006-2007 are to

- Clarify governance, leadership, roles and responsibilities for youth crime prevention across the YOT and partner agencies
- Secure resources to maximise the potential of the YIP and the YISP to reduce first-time entrants to the youth justice system
- Integrate youth crime prevention services within all key elements of the *Change for Children* programme

#### Data:

KPI: 05/06 April – December actual and % against target	134 - 28.4%
KPI: 06/07 target	447

## INTERVENE EARLY

The 2006-07 targets for the proportion of Final Warnings supported by an intervention were exceeded by 10% (actual). The EPQA rating remains at 3 from the 2005 review and validation. The Final Warnings scheme has developed since June 2005 with expansions in the type and level of interventions available. The scheme now offers an improved package of interventions, some of which are delivered by the specialist Hornby Centre provider and others of which are delivered by the Police Officers themselves. Restorative principles have become further entrenched in the Final Warnings scheme and a number of young people subject to Final Warnings have participated in restorative conferences.

Although the core work of the Final Warnings scheme is demonstrating sound, consistent performance and effective practice. The aim for 2006/07 is to further develop early intervention services. Key areas in achieving this are:

- Explore the potential for a 'pre' pre court system with the police and key partner agencies
- Dovetail British Transport Police and YOT processes
- Further develop the range of interventions available to the Final Warning scheme via feedback and evaluation from service users

### Data: Final Warnings

<b>KPI: 05/06 actual and % against target</b>	<b>72: 90%</b>	<b>EPQA: 03 rating</b>	<b>2</b>
<b>KPI: 06/07 target</b>	<b>100%</b>	<b>EPQA: 05 result</b>	<b>3</b>

## PROVIDE INTENSIVE COMMUNITY SUPERVISION

This measure is concerned primarily with the Intensive Supervision and Surveillance Programme (ISSP), which is delivered as part of a local consortium involving Sefton, St. Helens and Knowsley YOTs. Funding is provided by the Youth Justice Board, currently until March 2007, and is dependent on actual utilisation of ISSP capacity. Our current target has been set at 22 places annually, within a consortium target of 66 places annually.

In the financial year 2005-06 there was an increase in demand for ISSP. Sefton exceeded capacity target by 100% with 44 places being provided over the year. This was concomitant to an increase in the use of custody and changes to the eligibility criteria, which widened the routes onto ISSP. It is anticipated that the demand for 2006-07 will not diminish.

Overall performance is good: meeting national standards for supervision, delivering interventions to ISSP standards ('dosage' and range) and maintaining quality standards. The scheme was last subject to external quality assurance review in 2004-05, when Sefton's work was considered good in all essential respects. An action plan was drawn up in April 2005 and implemented last year.

The majority of children and young people subject to ISSP are included in the Youth Justice target group that has to be identified under the Prevent and Deter strategy. Similarly any young people whose names appear on the 'Catch and Convict' target list should receive a Premium Service, which includes community supervision to ISSP standards. However, programme deliverers are overstretched and the standard of service will not be guaranteed in all cases.

The three main priorities for 2006-07 are to:

- Review having careful regard for capacity and resource issues; and develop the range of programmes available for ISSP
- Sustain and promote the use of ISSP
- Recruit, train and support sessional workers and volunteers

## REDUCE RE-OFFENDING

The unreliability of most YOTs' historical data, changes to reporting mechanisms (reflecting changing legislation and specifications for data collection) and the setting of potentially unrealistic targets has been well documented (see YJ Plan 2005-06). The local target of 37.5% for all young people was externally imposed and wholly unrealistic. However, happily we are now entering a phase when baseline data and reporting systems are far more reliable.

The measure of re-offending is the proportion of offenders that re-offend within two years after the end of a YOT intervention. For these purposes offenders are arranged in four groups: pre court (reprimands and warnings), first tier penalties (such as referral orders and fines), community penalties (for those on supervision) and custodial sentences. Last year's performance concerns groups from 2003 and their re-offending up to the end of 2005 and was as follows: pre court 32.9% (23/70), first tier 55% (33/60), community penalties 76.9 %, (10/13 ) and for custody 100% (for 3 young people). This shows an improvement over last year (2002 cohort to 2004) across the first 3 categories by 2.1%, 11.7% and 8.9% (full percentages, not proportionate).

Most young people who receive 'pre court' interventions do not re-offend. Those that do tend not to commit offences more frequently but 75% of the 32.9 % go on to commit more serious offences. Similar patterns emerge from analysis of data relating to first tier and community penalties. It is encouraging, however, to see that most offenders in these categories do not go on to commit either more serious offences or similar offences more frequently (within the two years post intervention).

A comprehensive, in-house review of all Offending Behaviour Programmes was completed in 2005 and a resulting action plan fully implemented. A further, less intensive review will be conducted by the end of June 2006. Key staff have undertaken a range of INSET training including Offending Behaviour Programmes, ISSP and mental health. Most of the delivery team have commenced the Professional Certificate in Effective Practice. A review of case management practice has led to revised systems that provide for closer monitoring of initial planning and review meetings, and scrutiny of intervention plans. A number of EPQA Improvement Plans have already been implemented i.e. APIS, ETE, Parenting, Final Warnings (see these and other delivery plans).

The key priorities for 2006-2007 are to:

- Review the management action plan for Offending Behaviour Programmes
- Continue to monitor and review systems for Initial Planning Meetings and Reviews
- Continue to train the workforce in effective practice, with a particular focus on APIS, Offending Behaviour Programmes and Risk Management.
- Continue to secure improved 'succession' or 'exit' arrangements so young offenders may receive targeted services when their periods of formal supervision have ended

## REDUCE THE USE OF CUSTODY

The target for secure remands was to reduce the number of remands to 30% of all remand episodes excluding conditional and unconditional bail. This target of 30% was missed by 13.4%, a significant increase (deterioration) on the previous year (30.3%). Performance for custodial sentences was 5.6% missing the target by a mere 0.6%. Nonetheless this is a significant increase in the use of custody compared to the previous year's performance of 1.9%.

Case Managers continue to attend court as duty officers, quality control / assurance systems for pre sentence reports remain in place, including a peer gate keeping system for report proposals. Formal communication between the YOT and the court remain in place with the operational manager for court services regularly attending the youth magistrates panel to discuss such matters as the increased use of custody.

The key priorities for 2006/7 will be further to bolster magistrates' confidence in community orders via a YOT led training event in June 2006 and to review critically the use of custody in Sefton's two youth courts.

### Data:

<b>KPI: 05/06 April – December actual and % against target (remand)</b>	<b>23 – 43.4%</b>	<b>KPI: 05/06 April – December actual and % against target (custody)</b>	<b>25 – 5.6%</b>	<b>EPQA: 05 rating (where applicable)</b>	<b>n/a</b>
<b>KPI: 06/07 target</b>	<b>30.0%</b>	<b>KPI: 06/07 target</b>	<b>5.0%</b>	<b>EPQA: 07 target</b>	

## ENSURE THE SWIFT ADMINISTRATION OF JUSTICE

This measure refers to the Government (YJB) target of ensuring the time taken to process persistent young offenders (PYOs) from arrest to sentence is on average no more than 71 days. The key contribution of the YOT to attaining this target is swiftly to prepare reports for Courts and the key performance indicator relates to this. The target is to prepare 90% of pre sentence reports within the timescales prescribed by national standards (10 days for PYOs, 15 days for the general offending population). Sefton YOT achieved this target with 100% of pre sentence reports prepared within the timescales, which is a significant improvement on last year's performance of 91.7%. This improved performance is probably attributable to a number of key actions taken in 2005-06:

- Revision of the quality assurance system for pre sentence reports to provide greater managerial oversight
- Monitoring the preparation of reports on at least a weekly team basis and ensuring report writers give sufficient priority to achieving the requisite standards
- Consistently asking local Youth Courts to adjourn PYO cases for no more than 10 days
- Revision of systems established to monitor completion of pre sentence reports, for timeliness
- Continuing to work with our partners in case tracker and criminal justice delivery board meetings to achieve the arrest to sentence target
- Reviewing how services are provided to the youth courts, to provide them with the best possible advice and support.

The priority in 2006-07 is to maintain these systems and sustain this excellent performance. However, a key action for the coming year will be to ensure non attendance by young people for PSR interviews is followed up in a timely manner.

### Data:

<b>KPI: 05/06 April – December actual and % against target</b>	<b>89 – 100%</b>
<b>KPI: 06/07 target</b>	<b>90%</b>

## ENFORCEMENT AND ENABLING COMPLIANCE

This theme is about both the effectiveness of work with young people and enhancing public confidence in the criminal justice system. It is concerned both with compliance to national standards and a target set by the national Office for Criminal Justice Reform (OCJR) to achieve resolution of a breach case within 35 days of the unacceptable absence, and half such cases resolved within 25 days. This target is supported by the relevant national standards and it underpins one of the five key outcomes of the *Every Child Matters* framework by encouraging young people to engage in law abiding and positive activity.

In 2005 the breach of an order was initiated on 80 occasions. Unfortunately, due to problems with case recording and capacity, the quality of available data is not sufficient to inform a good analysis of performance. The recording issue is attributable in part to the location of data stored on the electronic system, which does not facilitate ready report generation. However, it seems likely performance is similar to that for other national standards: mid range, with some excellent practice, some not so good and scope for improvement. The YOT inspectorate (report, October 2005) considered the YOT might review how it communicates with young people regarding compliance and breach, and how judgement is exercised when deciding on formal breach action.

The Local Criminal Justice Board has agreed a protocol for effective offender management, which has a clear emphasis on enforcement and compliance. Similarly, Merseyside YOTs have collaboratively produced guidance on the enforcement of orders. Prolific and Other Priority Offenders (PPOs) targeted under the *Catch and Convict* strand receive a Premium Service.

The key actions for 2006-07 are to

- Support the Criminal Justice Board to monitor performance regarding the OCJR target
- Work with local partners to revise systems for breach case progression
- Ensure PPOs on target lists (*Catch & Convict* and *Prevent and Deter*) and those convicted of faith or race hate crimes receive a premium service
- Review YOT data systems and ensure performance is appropriately managed

## ENSURE EFFECTIVE AND RIGOROUS ASSESSMENT

Assessment is a key element in the area of effective practice referred to as APIS (Assessment, Planning, Interventions and Supervision). Performance in relation to assessment is measured by two key performance indicators (KPIs). The first KPI refers to completion of the assessment profile (ASSET) for all young people subject to community and custodial disposals at key stages in the intervention. The second KPI concerns initial training plans for young people subject to Detention and Training Orders, which must be drawn up within 10 working days of sentence.

In respect of the first KPI Sefton YOT achieved 99.3% against the target in 2004-05 – a small but significant improvement on the previous year. This has been supported by practitioners increased competence with the electronic case recording system (YOIS Plus). The implementation of quality assurance systems, including a rigorous procedure in respect of planning interventions and reviews for community sentences and DTO licences, has placed a renewed emphasis on the completion of ASSET at the key stages identified in the KPI. Training continues to be provided to key members of staff in areas that relate to the assessment process and skills: INSET training in APIS, risk management and resettlement.

In respect of the second KPI performance was 96% against the target of 100%, up from 90% in 2004-05 and 70% in 2003-04 – a progressive improvement despite a significant increase in the numbers of young people serving DTOs.

The APIS EPQA action plan dating from 2003 was implemented and a review in 2005 showed clear improvements, reflected in more robust management arrangements, movement away from paper based to electronic case recording, action taken in relation to programme delivery and intensive action in relation to case planning and reviews. The final rating remains at 2, however, which is good and better than average as the full impact of these changes had yet to be manifested. YJB monitors who validated the EPQA exercise identified variations in performance between practitioners and suggested these matters be addressed through supervision and appraisal systems and training. New managerial systems and arrangements are striving to address these issues.

The key priorities for 2006-07 are to

- Improve further the quality of intervention plans
- Bring the assessment and management of vulnerability into line with policy and procedures on 'risk to others'

### Data:

<b>KPI: 05/06 April – December actual and % against target (ASSET)</b>	<b>551 – 99.3%</b>	<b>KPI: 05/06 April – December actual and % against target (DTO)</b>	<b>24 – 96.0%</b>	<b>EPQA: 03 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: 05 result</b>	<b>2</b>

## SUPPORT YOUNG PEOPLE ENGAGING IN EDUCATION, TRAINING & EMPLOYMENT

The performance target measures the proportion of all young offenders in receipt of a minimum 25 hours Education, Training or Employment per week. Performance has improved this year, from 83.5% in 2004-05 to 88.7% against a target of 90%. The figure for the final quarter was nearly 95%. Two link mentors are continuing to work with those who do not receive this minimum service, and currently they are working with 49 young people, most of whom are over 16 years of age. This is part of a Merseyside wide scheme called *Keeping Young People Engaged* (KYPE) that has also established better links with the Learning and Skills Council.

The YOT's Education nominee attends the Children's Services Department's *Monitoring and Placement Panel* for school age children, which ensures young offenders are included on the 'out of schools' register and crucially that they are placed in suitable provision more efficiently. The partnership agreement with Connexions is being reviewed and the Education nominee has access to the Attendance and Education Welfare Service's database (EMS). Information sharing continues to improve. The Education nominee also attends the newly formed KYPE Merseyside Forum.

The case planning and review system for community penalties, has started to lead to improved, early identification of concerns and action in relation to all aspects of Education, Training and Employment.

The EPQA action plan for 2004-05 was fully implemented and the review revealed many improvements, but the overall rating remains at 2. This is because the general improvements were not sufficiently evident in a small number of cases. Work is continuing to raise standards in these cases, whilst maintaining them in others. Standards of recording on the YOT database by both case managers and teaching staff have improved

Further key objectives for 2006-07 are

- To consistently achieve the KPI of 90% each quarter.
- To secure continued funding for KYPE ETE link mentors and teaching support

### Data:

<b>KPI: 0506actual and % against target</b>	<b>88.7%</b>	<b>EPQA: 03 rating</b>	<b>2</b>
<b>KPI: 0607target</b>	<b>90.0%</b>	<b>EPQA: 05 result</b>	<b>2</b>

## SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION

This performance measure is about all young offenders having suitable accommodation when their period of supervision ends. In 2005-06, 8 young people did not. This is 2.9% of the relevant population, down from 4.9% in 2004-05. No young offender was roofless at the end of their period of supervision nor, with rare exceptions, effectively homeless during it.

Housing planners and providers are represented at the YOT Management Group by the Council's Director of Housing and a representative of Registered Social Landlords from Forum Housing. The YOT's named Accommodation Officer works for the Council Housing Department's Homelessness section, and links to a named worker within the YOT. The YOT Manager is a member of a forum that oversees implementation of Sefton's Homelessness strategy. A service level agreement between the YOT and Housing Department and associated policy and procedures was reviewed and revised last year.

Forum Housing Association provides a range of accommodation for young people in Sefton, including emergency accommodation. The YOT and the DAT supported a successful application to the Big Lottery Fund by Forum to establish a preventative service for young people, linked to the YOT's Centre for Restorative Practice. A small project is due to begin in June 2006.

Last year was severely challenging to the capacity of both the YOT and Housing partners, and neither was able to give as much priority to this area of work as preferred. However, accommodation clearly is not a major operational problem for the YOT. The key priorities for 2005-06 are to

- Enhance operational links between the Accommodation Officer and the YOT
- Review with Forum Housing the eligibility and exclusion criteria for emergency accommodation and support for young people
- Review the YOT's delivery plan with key partners and the protocol & procedures with the Housing Department (accommodation officer)

### Data:

<b>KPI: 05/06 April – December actual and % against target (named officer)</b>	<b>100%</b>	<b>KPI: 05/06 April – December actual and % against target (suitable accommodation)</b>	<b>264 – 97.1%</b>
<b>KPI: 06/07 target</b>	<b>100%</b>	<b>KPI: 06/07 target</b>	<b>100%</b>

## SUPPORT ACCESS TO MENTAL HEALTH SERVICES

The YOT psychology post has been vacant since October 2005. A recruitment round has just been completed and it is expected the post will be filled by September 2006.

Mental health services were the subject of an EPQA exercise (see section A) in 2005-06 and received a rating of 1. There are clear strengths on the supply side but much improvement is required in the key area of assessments. Of the total number of ASSET documents completed, 32% of cases have been screened using the SQUIFA. In the main these screenings have been carried out by the Health Intervention Team when the young person is referred for different reasons and not by the case managers. This is reflected in the lower than national average number of young people identified as having a mental health need. The figure is, however, an improvement on last year's (4, actual) and is attributable to the diligence of the health and substance misuse workers.

There has been some good joint working between key workers (service providers) and the Health Intervention Team. Training needs in this area have been identified and are due to be delivered by the end of June 2006. The aim is to ensure completion of SQUIFA by key workers prior to engaging in offending behaviour programmes.

The key action points for 2006-07 are:

- Secure the appointment of a psychologist
- ASSET completion to be monitored effectively by the relevant operational manager and compliance with YOT policy to be secured fully
- Delivery of mental health screening training for key workers.

### Data:

<b>KPI: 05/06 April – December actual and % against target (Acute)</b>	<b>2 – 100%</b>	<b>KPI: 05/06 April – December actual and % against target (non-acute)</b>	<b>23 – 100%</b>	<b>EPQA: 05 rating (where applicable)</b>	<b>1</b>
<b>KPI: 06/07 target</b>	<b>100%</b>	<b>KPI: 06/07 target</b>	<b>100%</b>	<b>EPQA: 07 target</b>	<b>2</b>

## SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES

The YOT's substance misuse services are located in and fully integrated with its multi disciplinary Health Intervention Team (HIT). The YOT has been one substance misuse worker down for part of the year. Collaboration with Sefton DAT resulted in the secondment of a substance misuse worker from a partner agency. This has been of considerable benefit as reflected in the following performance.

Of the young offenders having an ASSET document completed in the last year, 41% were referred to HIT for detailed assessment. Of those referred, 81% received a Tier 2 or Tier 3 intervention. This represents a considerable increase on last year's figures (24.4% and 31% respectively) and more accurately reflect the national averages. The service uptake has been more sustained, with an increase in young people engaging in structured sessions.

YJB timescales have for the most part been successfully met in spite of the staffing problems referred to. However, few young people referred to HIT for substance misuse interventions received any Tier 1 advice from the YOT case managers and this has led to the valuable time of Tier 2/3 staff being used inappropriately.

Close working links and an agreed protocol have been established with Sefton Drug Intervention Programme, which is essentially for adults, thus ensuring a quality service for hand-over of eighteen year olds who are abusing class A substances.

The three key action points for 2006-07 are:

- All YOT staff having direct contact with young people to offer Tier 1 advice and information in line with government guidelines
- A worker to be employed to fill the second vacant YOT substance misuse worker post
- YOT services to be re/configured to help meet the objectives set out in the Children and Young People's Substance Misuse Plan

### Data:

<b>KPI: 05/06 April – December actual and % against target (Assessment)</b>	<b>293 – 99.3%</b>	<b>KPI: 05/06 April – December actual and % against target (specialist assessment)</b>	<b>32 – 86.5%</b>	<b>KPI: 05/06 April – December actual and % against target (early access to intervention)</b>	<b>58 – 98.3%</b>	<b>EPQA: 05 (where applicable)</b>	<b>n/a</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>	<b>EPQA: 07 target</b>	

## SUPPORT RESETTLEMENT INTO THE COMMUNITY

Successfully resettling a young person back into the community following a custodial sentence demands actions that cut across a range of key performance indicators, being strongly linked with accommodation, Detention and Training Order (DTO) training plans, assessment (ASSET), mental health, substance misuse, parenting, recidivism and restorative justice.

Reviews of case management arrangements and offending behaviour programmes were undertaken in 2004-05. The resultant action plans have now been implemented and have placed strong emphasis on assessment and the quality of direct work with children and young people. The reviews also resulted in radical changes to the arrangements for individual case planning and review for those subject to community orders: preparation, attendance, conduct of meetings with enhanced managerial oversight and a clearer application of restorative principles. In 2005 the DTO licence planning and review elements were successfully incorporated into these procedures resulting in better planning and a more effective transition from custody to the community. Further, not only case managers but also other YOT representatives now attend planning and review meetings at custodial establishments. Key action points for 2006-07 are to:

- Implement the action plan from the recently undertaken EPQA exercise
- Develop a system to ensure that the education nominee ('ETE' co-ordinator) is informed when a DTO is made within 5 working days.

### Data: Resettlement

EPQA: 05 rating	1	EPQA: 07 target	2
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**PROVIDE EFFECTIVE RESTORATIVE JUSTICE SERVICES**

This measure is about how many victims receive a service, and of those, how many are satisfied with that service. The YOT's primary role is with victims of offenders who have received a substantive outcome, which is either a Final Warning or a sentence in court that leads to YOT supervision. In 2005-06, 87.7% such victims were offered the opportunity to participate in a restorative justice process against a target of 75%. 56 (43%) of the victims contacted decided to engage in a restorative process, 92.9% of whom were satisfied, against a target of 75%.

Restorative Justice sets out to restore broken relationships between offender, victim and community. Some progress has been made in advancing the benefits of Restorative Justice within the YOT, however assessments and referral practice needs to be developed further. Revised systems for case planning, review and monitoring, overseen by senior YOT managers, will secure improvements in this area.

The YOT's Centre for Restorative Practice is working across Partnerships to provide a training facility and a full range of restorative services. It works with YOT case managers, Children's Services and occasionally communities. It supports delivery of Offending Behaviour Programmes by delivering sessions on the victim perspective. The Centre also provides additional training for Youth Offender Panel volunteers to better facilitate bringing the young offender back into their community. The Centre's preventive work with schools is referred to in the *Prevent Offending* delivery plan.

Key priorities for 2006-07 are to

- Adopt restorative processes as standard practice with specific target groups such as Final Warnings, ISSP, and young people in custody
- Ensure Restorative Centre staff attend case planning and review meetings for community penalties
- Support services established to deliver Youth Inclusion and Support Panels (YISP)

**Data:**

<b>KPI: 05/06 April – December actual and % against target (intervention)</b>	<b>121 – 87.7%</b>	<b>KPI: 05/06 April – December actual and % against target (satisfaction)</b>	<b>52 – 92.9%</b>
<b>KPI: 06/07 target</b>	<b>75%</b>	<b>KPI: 06/07 target</b>	<b>75%</b>

## PARENTING SUPPORT INTERVENTIONS

Performance against key indicators in both areas of interventions and parental satisfaction have exceeded baseline targets by 88% and 23% respectively.

Following the 2005 EPQA review interventions have scored 3, with YJB monitors particularly impressed with the development of Parallel Programmes involving both parents and their children. Plans for the coming year will include the consolidation and expansion of such programmes to families with children who are at high risk of offending.

The main priorities for 2006 / 2007 are to:

- Maintain standards by monitoring and undertaking further quality assurance
- Increase the number and proportion of YOT cases that are provided with Parenting services, facilitated by a revised system for case planning and review
- Ensure the development of YOT Parenting services is consistent with local strategic plans and its services appropriately aligned with similar provision across Sefton
- Ensure resources are improved to reflect the diversity of the client group (KEEP Indicator 2)
- Widen the involvement of sections within the YOT and of outside agencies in Parallel Programme work

### Data:

<b>KPI: 04/05 actual and % against target (Interventions)</b>	<b>29 - 18.8%</b>	<b>KPI: 04/05 actual and % against target (Satisfaction)</b>	<b>24 - 92.3%</b>	<b>EPQA: 04 rating</b>	<b>2</b>
<b>KPI: 05/06 target</b>	<b>10%</b>	<b>KPI: 05/06 target</b>	<b>75%</b>	<b>EPQA: 05 result</b>	<b>3</b>

## ENSURE EQUAL TREATMENT REGARDLESS OF RACE

In 2005 an 'race audit' was undertaken and a detailed action plan devised to ensure equal treatment regardless of race throughout the local youth justice system. Although the YOT is not required now to report on performance in relation to this indicator in 2005/06, a number of key actions from the Race Action Plan have been achieved. The YOT has joined the Sefton Race Hate Forum, enabling more streamlined reporting of race hate incidents. At a corporate level the YOT's Race Audit and Action plan has contributed to the review of the Local Authority's revision of the corporate Race Equality Scheme. As a result of this it was agreed that the YOT would not have a separate Race Equality Policy but instead would follow Local Authority policy.

Significantly the YOT has embraced the requirement to complete Equality Impact Assessments on all new (and revised) Policies and a timetable over 2006/07 has been created to achieve this. The YOT is working towards the Equality Standard as part of a corporate group. Quarterly reviews of the Race Action Plan have been timetabled across 2006/07 and include all members of the Senior Management Team.

## ***E. REVIEW AND APPROVAL***

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

<b>Review date</b>	<b>Reviewer</b>
September – October 2006	YOT manager
December 2006	YOT management group
February – March 2007	YOT manager
March 2007	YOT management group

Reviews of the Youth Justice Plan are integrated with performance management systems for children's services. YOT senior managers oversee implementation of some action plans not in this plan, most notably an 'inspection action plan' and all are formally reviewed approximately every six months. Implementation is tracked further through routine supervisory arrangements.

**Table C: Signature of approval**

	<b>Name Of Chief Officer</b>	<b>Signature</b>	<b>Date</b>
<b>Chief Executive Of The Local Authority</b>	<b>Graham Haywood</b>		
<b>Health Service</b>	<b>Ian Williamson</b>		
<b>Police Service</b>	<b>David Lewis</b>		
<b>Probation Service</b>	<b>John Stafford</b>		
<b>Children's Services *</b>	<b>Bryn Marsh</b>		

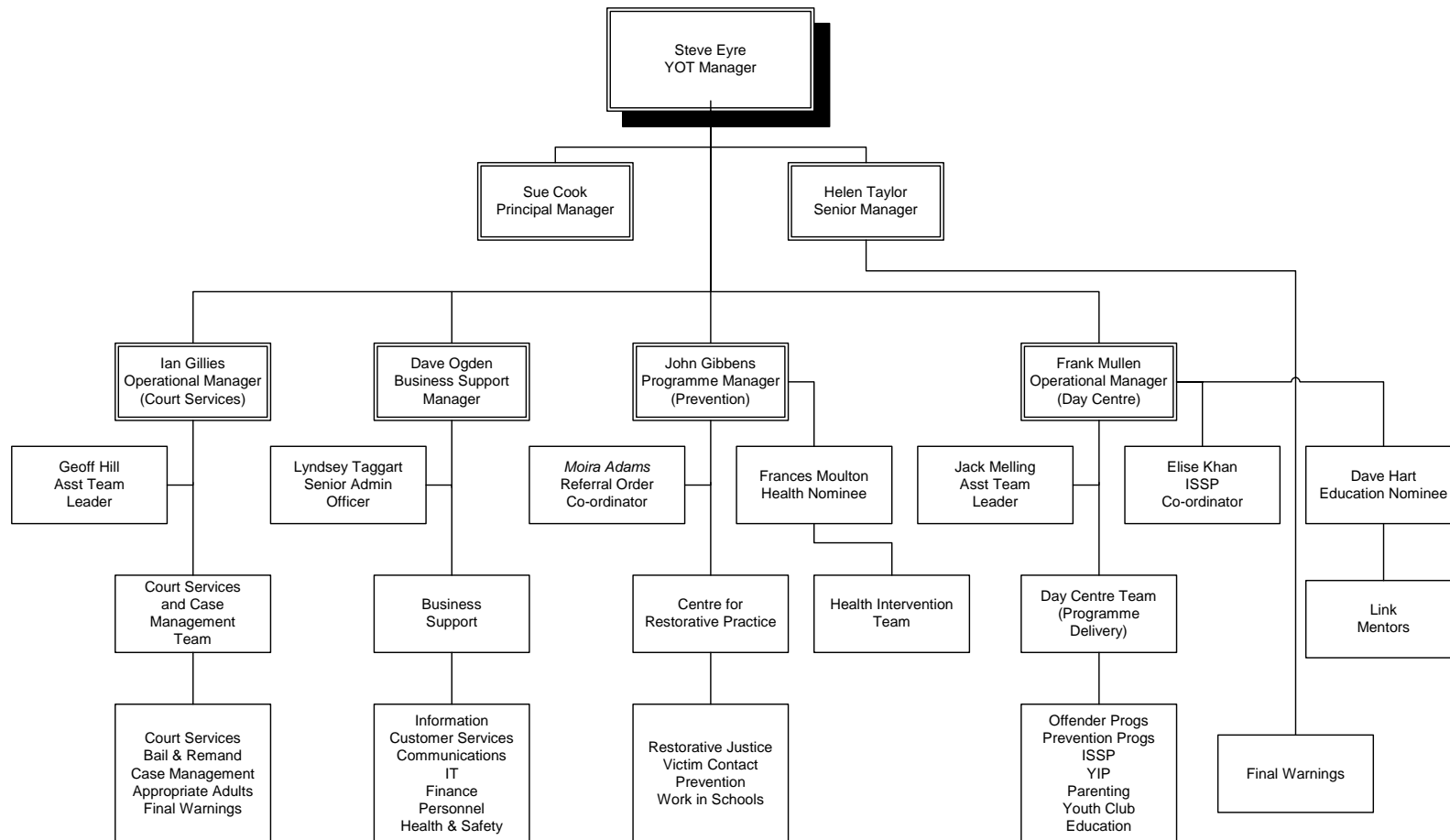
\*Children's Services is responsible for the former areas of Social Services and Education

***F. APPENDICES***

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**APPENDIX A: ORGANISATIONAL CHART**

## Sefton Youth Offending Team



## 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
<p><b>Prevent offending (target since 05/06):</b></p> <p>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>		134 (28.4%)	447
<p><b>Prevent Offending (old target):</b></p> <p>At least 200 young people are identified and targeted for support each year</p>	158	NEW TARGET	
<p><b>Intervene early (new target):</b></p> <p>Ensure that 100% of young people on a final warning are supported by an intervention if:</p> <ul style="list-style-type: none"> <li>- their Asset score is greater or equal to 12, or</li> <li>- there are any concerns of risk of serious harm to others, or</li> <li>- their score is less than 12 but any sections score 4</li> </ul>			100
<p><b>Intervene early (old target):</b></p> <p>Ensure that 80% of all final warnings are supported by an intervention programme</p>	88.9%	90.0%	

Theme and measure	2004/05 outturn	2005/06 Apr-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>2002/03 cohort % reoffending after 24 months:</b>	<b>2003/04 cohort % reoffending after 24 months (if available):</b>	<b>2004/5 cohort % reoffending after 24 months:</b>
Pre-court	32.0	32.9	Reduction of 5%
First tier penalties	47.4	54.1	Reduction of 5%
Community penalties	68.2	76.9	Reduction of 5%
Custody	100	100	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%	30.3	43.4	30
<b>Reduce the use of custody (custodial sentences):</b> Reduce the number of custodial sentences as proportion of all court disposals to 5%	1.9	5.6	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>	88.6	100	90
Ensure that 90% of pre-sentence reports are submitted within <b>15 days for general offenders</b>	93.9	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	98.9	99.3	100
Ensure that 100% of assessments for <b>community disposals</b> are completed at <b>closure</b> stage	98.2	99.1	100
Ensure that 100% of assessments for <b>custodial sentences</b> are completed at <b>assessment</b> stage	100	100	100

Theme and measure	2004/05 outturn	2005/06 Apr-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	100	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	83.5	96.0	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	83.5	88.7	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	95.1	97.1	100
<b>Support access to mental health services:</b> Ensure that all young people who are assessed by ASSET as manifesting <b>acute mental health</b> difficulties 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	93.2	100	100
<b>Support access to substance misuse services:</b> Ensure that all young people are screened for substance misuse	76.6	99.3	100
Ensure that all young people with identified needs receive appropriate specialist assessment within 5 working days of assessment	70.5	86.5	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	97.0	98.3	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	92.1	87.7	75
Ensure that 75% of victims are satisfied	95.9	92.9	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	18.8	9.6	10
Ensure that 75 % of parents participating in a parenting intervention are satisfied	92.3	92.3	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**

<b>Theme and measure</b>	<b>Initial score</b>	<b>Predicted score</b>	<b>Actual score</b>
<b>Prevention:</b> post 07			
<b>Early intervention:</b> Final warning interventions	1.62	3	2.69
<b>Intensive supervision:</b> ISSP post 07			
<b>Managing demand for custody: Remand management</b> 05 – 07 or 06 – 08			
<b>Swift administration of justice:</b> post 07			
<b>Restorative justice and victims:</b> post 07			
<b>Race</b> (n/a)			
<b>Recidivism</b> (n/a)			
<b>Assessment, planning interventions and supervision</b>	1.62	3	2.31
<b>Education, training and employment</b>	1.56	3	2.06
<b>Substance misuse:</b> 05 – 07 or 06 – 08			n/a
<b>Mental health:</b> 05 – 07 or 06 – 08			1.37
<b>Accommodation</b> (n/a)			
<b>Resettlement</b>			1.37
<b>Parenting</b>	2.25	3	2.87