

Cutting Crime  **TOGETHER**
The Tower Hamlets Partnership



TOWER HAMLETS and CITY OF LONDON

Youth Justice Plan

2006 – 2007

TABLE OF CONTENTS

A.	Summary	3
B.	Local Planning Environment	8
C.	Drivers of Performance	10
	C.1 Governance and Leadership	10
	C.2 Performance and Quality Systems	12
	C.3 Resources	13
	C.4 People and Organisation	21
	C.5 Partnership Working	25
D.	Delivery Plan	28
E.	Review and Approval	45
F.	Appendices	47
	Appendices	
	Appendix A: Organisational Chart	48
	Appendix B: Performance Measures	49

A. SUMMARY

Overview:

This year, the YOT Management Board has formally become a fully accountable sub-group of the statutory Crime and Disorder Partnership (known locally as the Living Safely CPAG). It has expanded its statutory remit beyond overseeing the direct work of the YOT, to looking at the wider agenda of tackling youth offending, involving all areas of the Tower Hamlets Partnership. This widening of scope is reflected in this year's YJ Plan, which seeks to align the planned work of the YOT with wider partnership work on local priorities (including through the Children and Young People's Plan (CYPP) and the Local Area Agreement (LAA)). The Management Board has also sought to ensure that the YOT's priorities are reflected in wider service development, for example the re-tendering of the youth service contracts, and Children's Service's work on parents and families. The Local Area Agreement has given a strong boost to this work by identifying youth justice issues (specifically tackling youth violence and drug prevention) as objectives under the "Safer Stronger Communities" strand.

The Youth Justice Plan for 2006/07 assesses the YOT's performance in 2005/06 and details its plans for the next financial year to meet the targets for the 16 priority themes set by the Youth Justice Board (YJB). The Plan incorporates the YOT's Prevention Strategy submitted to the YJ B last December. 2005/06 has been a year of both consolidation and improvement. Following the YOT Joint Inspection early last year, good progress has been made on implementing both the robust action plan, which incorporated the recommendations of the Inspection Report and most other actions in the 2005/06 Youth Justice Plan's Delivery Plan. The results are evidenced in an improved performance (see below).

Indicative figures show that the focus on prevention in last year's Plan has paid off, with a reduction of first time entrants to the Youth justice system of 2.7%, above the national target of 2%. Evidence of our strength in preventative work was recently recognised by Tower Hamlets Council being awarded Beacon Status for its work on early intervention.

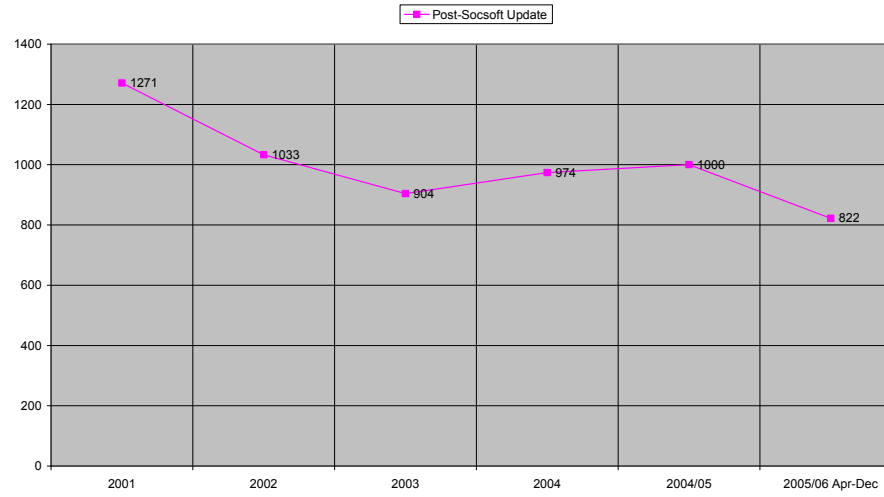
We have also achieved reduced re-offending in three of the four recidivism categories compared to the previous year, and achieved the target of a 5% reduction in re-offending rates with respect to Community Penalties. The Pre-Court re-offending rate was only two percentage points above the target and the First Tier penalty rate was even closer to the target. We are hopeful that our early intervention plans will reduce these re-offending rates next year.

The number of offences with substantive outcomes in the period April to December 2005 was 822. The total for 2005/06 is expected to be between 1050 and 1080 (the 2004/05 total was 1000), and it is therefore likely that the slight upward trend of the last two years will continue.

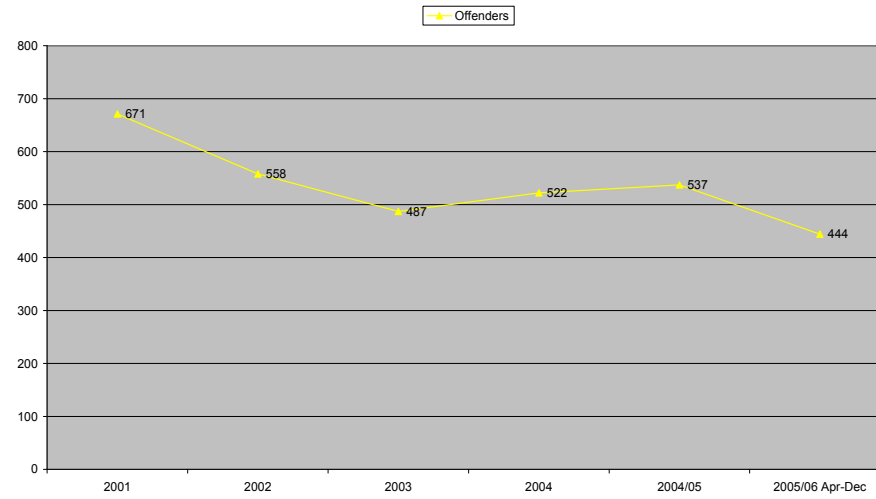
The number of individual offenders with substantive outcomes in the period April to December 2005/06 was 444. The total for 2005/06 is expected to be between 520 and 590 (the 2004/05 total was 537), and it is therefore possible that the slight upward trend of the last two years may continue.

The data reported in previous years' plans has been revised following the discovery of a reporting error in the Yot database. Two types of offence were being incorrectly included in calculating substantive outcomes. The issue has been resolved, and the figures shown in the accompanying charts are the current figures.

Offences with Substantive Outcomes



Offenders with Substantive Outcomes by Year



Performance

The performance of the YOT against the Youth Justice Board's (YJB) key performance indicators is summarised in the table below, providing:

- YOT performance against KPI targets in 2004/05; and
- The most up-to-date 2005/06 YOT performance data available, which is from the first 3 quarters of 2005/06 (to December 2005). This gives performance against KPI targets and a new comparison with YOT family borough areas - unavailable in 2004/05
- The 'traffic lights' presentation of performance allocated by the YJB on a points basis

Key Performance Indicator	Preferred Outcome	2004 / 05		05/06 accum to 12/05 *		05/06 accum to 12/05
		LBTH YOT	Target	LBTH YOT	Target	Family
1. Final Warnings	Higher	73.24%	80%	77.4%	80%	84.89%
2. Use of remand	Lower	40.40%	30%	50.63%	38%	51.28%
3. Custodial sentences	Lower	5.56%	6%	7.33%	5%	6.25%
4. Restorative processes	Higher	51.11%	75%	59.68%	75%	88.41%
5. Victim satisfaction	Higher	96.30%	75%	85.71%	75%	94.44%
6. Parenting	Higher	3.55%	10%	19.00%	10%	13.88%
7. Parental satisfaction	Higher	100.00%	75%	100.00%	75%	98.95%
8. Community ASSET - Start	Higher	98.20%	95%	91.11%	95%	94.43%
9. Community ASSET - End	Higher	95.15%	95%	94.95%	95%	96.70%
10. Custodial ASSET - Start	Higher	100.00%	95%	96.30%	95%	98.51%
11. Custodial ASSET - Transfer	Higher	100.00%	95%	100.00%	95%	99.39%
12. Custodial ASSET - End	Higher	100.00%	95%	100.00%	95%	100.00%
13. Pre-Sentence Reports	Higher	74.11%	90%	78.15%	90%	87.48%
14. Detention and Training Order planning	Higher	61.90%	95%	74.07%	95%	86.08%
15. Education, Training and Employment	Higher	76.26%	90%	89.10%	90%	74.88%
16. Accommodation	Higher	88.33%	95%	92.66%	95%	89.97%
17. CAMHS - Acute	Higher	100.00%	95%	100.00%	95%	93.96%
18. CAMHS - Non Acute	Higher	100.00%	95%	100.00%	95%	78.7%
19. Substance Misuse - Assessment	Higher	100.00%	95%	86.05%	85%	88.13%
20. Substance Misuse - Intervention	Higher	100.00%	95%	100.00%	85%	95.72%
Scored KPI performance	Higher	47		58		57
KPI Performance %	Higher	78.3%		77.3%		67.47%
EPQA Performance	Higher	n/a*		82.94%		73.14%
Overall Performance Level	Higher	n/a*		Level 3		Level 2
Overall Performance %	Higher	n/a*		60.41%		56.97%

*New YJB Performance Framework from 1st April 2005

The performance table highlights a number of strengths in our performance:

- 'Scored performance', i.e. the total number of points scored, has increased from 2004/05 to 2005/06 (to date).
- The number of red indicators has decreased from 2004/05 to 2005/06.
- We have significantly improved performance against the parenting indicator and increased victim interventions, both priorities in last year's plan.
- The borough's performance is now better than the YOT family average.
- The YOT performance level has been raised from 2 to 3 (of 5), above the family and London rating, and in line with the National average.

The table also illustrates the key areas for improvement, which have been addressed in the draft Delivery Plan attached at Appendix B. Specific areas of concern, where 2005/06 KPI results are either red or yellow and below family performance, are as follows:

- Effective early intervention (Final warnings)
- Use of remand and custodial sentences
- Engagement of victims (Restorative processes)
- Timely and effective assessment (Community Asset – Start)
- Sentence planning (Pre-sentence reports and Detention and Training Order planning)
- Accommodation

We continue to demonstrate improvement in the quality and effectiveness of our practice in the ratings achieved in the first four areas to be assessed through the Effective Practice Quality Assurance (EPQA) process. The implementation of our improvement plans has resulted in an improved rating of '3' for Early Intervention, Assessment/ planning interventions/supervision and Education/Training/Employment; Parenting has maintained its higher rating of '3'. In relation to Resettlement which received its initial assessment during 2005/06, we are predicting an improved rating through the implementation of the improvement plan which has been incorporated into the Resettlement strand in this Youth Justice Plan.

Resources

It is anticipated that all the delivery plan proposals listed in the Delivery Plan can be catered for within the 2006/07 budget of £2,047,276, including the YJB Prevention Fund. However, actions where it is proposed that funding be obtained from the Stronger Communities Fund (SSCF), Borough Command Unit Fund (BCU) or Neighbourhood Renewal Fund, are dependent on the agreement of the Tower Hamlets Partnership.

Key Objectives for 2006/07

The YOT's priorities for action next year have been set following consideration of:

- Areas for improvement identified by last year's joint inspection of the YOT. This included strengthened performance management, victim and restorative justice work, and equality issues.
- Areas for improvement identified by assessment of performance. This highlights as strategic issues parenting interventions, victim work, education, employment and training and over-use of custody (in addition to operational issues identified below).
- Strategic Partnership priorities, in particular the LAA objectives and CYPP priority outcomes; and
- Partnership priorities in tackling youth offending, as identified by Members in the discussion of last year's YJ Plan, and through consultation on the YJ plan with CPAG, the YOT Management Board and more widely with partners, including the third sector, through YOT development sessions.

Accordingly, the YOT Management Board has identified key priorities for the delivery plan as:

- Early intervention
- Strengthening families with a focus on parenting
- Working with victims
- Supporting partnership action on ASB and the government's Respect agenda
- Tackling disproportionate representation of some ethnic groups in the Youth Justice System – a new objective set this year by the YJB.
- In addition, we will continue to develop the structures for planning, management, delivery and evaluation of work on this agenda to ensure the activity of the YOT is effectively coordinated with other partnership work, particularly around the CYPP. This includes responding to the "localisation agenda": ensuring that services respond to local needs.

The YOT Prevention Strategy's plans to develop Youth Inclusion Programmes and to extend parenting interventions to parents of young people going through the YISP process support the strengthening families and ASB priorities.

The YJ Plan, in addition to the performance indicators for the 16 YJB themes, will contribute to the delivery of the following strategic objectives:

- The CYPP priority outcomes, in particular: Staying Safe, Making a Positive Contribution and Achieving Economic Wellbeing
- LAA priority outcomes, especially those of the Safer Stronger Communities block, in particular Reducing Youth Violence, Tackling ASB and the associated LPSA targets.
- The Community and Strategic Plans
- The Crime and Drugs Reduction Strategy

Overall, partnership and strategic planning for all aspects of work with vulnerable children and young people in the Borough have never been stronger, and we anticipate that the YOT's performance will benefit from the strong preventative partnerships in place during the coming year.

Ian Wilson

Chair of Tower Hamlets and City of London YOT Management Board.

B. LOCAL PLANNING ENVIRONMENT

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 Team is located within the local authority's Crime Reduction Service, which itself is part of the Chief Executive's Directorate. The CRS consists of five teams, namely:

- Crime Strategy and Performance Unit;
- Anti-social Behaviour Control Unit;
- Domestic Violence Team;
- Youth Offending Team; and
- Drugs Action Team.

This structure has been designed to ensure a co-ordinated response to a range of community safety and crime reduction initiatives.

The YOT Manager serves on the Senior Management Team alongside the DAT and ASB Unit managers, ensuring that potentially conflicting approaches to young offenders can be reconciled.

Links to partners in community justice are ensured by the YOT Management Board Chair, The Head of Crime Reduction Services and the YOT Manager being members of the Living Safely Community Plan Action Group, which acts as the Crime and Disorder Reduction Partnership and is engaged in all aspects of the partnership's work on crime and disorder issues. The YOT Manager also sits on the Prolific Priority Offender (PPO) strategic group, co-chairs the Prevent and Deter sub group and along with the Head of Crime Reduction Services (CRS) attends the Local Criminal Justice Board (LCJB).

This plan has been developed in the context of the wider Tower Hamlets Partnership's planning framework. The Tower Hamlets Partnership brings together all key stakeholders to accelerate improvement against key priorities. The Community Plan sets out the Partnership's objectives for 2010, and is reviewed each year. The Partnership also produces a Young People's Community Plan which sets out in more detail how we will meet young people's needs. In addition, each Local Area Partnership develops its own action plan. The Partnership's objectives are mirrored in the Council's Strategic Plan. The 2006/07 iterations of these plans include objectives on the safety, health, education, achievement and participation of young people, which support the objectives in this plan. Core YOT issues are dealt with by the Living Safely Community Plan Action Group (CPAG) detailed in section C1 below.

This year, the process of agreeing Tower Hamlets' Local Area Agreement has provided additional opportunities for joined-up working on issues relevant to the YOT, which go across the four strands of the LAA. Outcomes agreed as part of the LAA delivery plan include commitments to improve coordination of parenting interventions, develop a "Safer Schools Partnership" to strengthen partnership work to tackle youth violence around the school gate, and establish multi-agency Cleaner Safer Teams (including youth workers) to provide a joined up, problem-solving response at the local level.

As the structure of Children's Services is being developed and implemented in Tower Hamlets, the YOT has been represented at every level. The

YOT Manager will sit on the Safeguarding Children Board, and the YOT is represented on both the Social Inclusion Panel and the Area Child Protection Committee. Children's Services are well represented on the YOT Management Board, through the head of the Children's Trust pilot and Youth Services Manager. The CRS Senior Management Team has been involved in the drafting of the Children and Young People's Plan, and the YOT is represented on the working groups for the Annual Performance Assessment (Staying Safe and Making a Positive Contribution).

The YOT is also closely involved in the development of the Partnership's response to the Government's Respect agenda, to ensure that sometimes conflicting agendas around support and enforcement are effectively balanced.

C. DRIVERS OF PERFORMANCE

C.1 GOVERNANCE AND LEADERSHIP

Overview particularly looking at strategic management and leadership arrangements:

Tower Hamlets and its partners are committed to delivering services that will improve the quality of life for all those living and working in the borough. The strategic framework for this commitment is set out in the Tower Hamlets Community Plan. This envisages that the quality of life will be improved by ensuring that Tower Hamlets is:

- A Place for Living Safely
- A Place for Living Well
- A Place for Creating and Sharing Prosperity
- A Place for Learning, Achievement and Leisure
- A Place for Excellent Public Services

These five key themes provide the cornerstone of the Tower Hamlets Local Strategic Partnership. It is these themes that underpin and integrate all levels of service planning activity, including the provision of youth justice services. It is within the Community Plan framework that the YOT Management Board sets the direction for the YOT to meet both national and local objectives.

This year, the YOT Management Board has formally become a fully accountable sub-group of the Living Safely CPAG. It has expanded its statutory remit beyond overseeing the direct work of the YOT to looking at the wider agenda of tackling youth offending, involving all areas of the Tower Hamlets Partnership. This widening of scope is reflected in this year's YJ Plan which seeks to align the planned work of the YOT with wider partnership work on local priorities (including through the Children and Young People's Plan (CYPP) and the Local Area Agreement (LAA)). The Management Board has also sought to ensure that the YOT's priorities are reflected in wider service development, for example the re-tendering of the youth service contracts, and Children's Service's work on parents and families.

Our strategic vision for the YOT is that, through its Prevention Strategy, it becomes increasingly diversionary in its delivery, and we plan to establish Youth Inclusion Programmes in each of the four paired Local Area Partnerships (LAPs) areas (two in 2006/07). Our priorities for the coming year will be to focus on early intervention to improve our re-offending rate at the pre-court stage; tackle ASB jointly with our partners; strengthen families; support victims through a consistent and responsive service and ensure equal treatment regardless of race. We shall continue to develop the structures for planning, management, delivery and evaluation of work to ensure the activity of the YOT is effective in terms of outcomes for young people and effectively coordinated with other partnership work, particularly around the CYPP. This includes responding to the "localisation agenda": ensuring that services respond to local needs.

In response to the YOT Inspection's recommendation, the YOT Management Board has adopted a stronger performance management focus; the Board receives a quarterly report on performance, which leads to agreed partnership actions. The Board also contributes to the Youth Justice Plan, monitoring its improvement actions, key initiatives and new developments. Partners also have tasks ascribed to them through the Board, an initiative which was highlighted as good practice by the YOT Inspection.

The Board is committed to making its membership more representative of the community, as opportunities become available. In the meantime it will

seek appropriate consultation as necessary, for example the YOT development sessions held in the run-up to this Plan, which involved a range of partners, including from the third sector. This year the Corporation of London representative has changed, with a Black/UK representative replacing the previous White/UK member.

Table A: Composition of Management Board

Name	Agency representing	Post in agency	Ethnicity	Gender
Chair: Ian Wilson	Social Services	Corporate Director	W/UK	M
Chris Chater	London Probation	Head of Service Delivery	W/UK	M
Dal Babu	Police	Chief Superintendent	Asian/UK	M
Sam Varley	Health (PCT)	Associate Director of Children's Services	W/UK	F
Steve Sipple	Youth Service and Connexions	Service Manager	W/UK	M
Olivia McLeod	Crime Reduction Services	Head of Service	W/UK	F
Peter Joyce	Education	Principal Officer Education Social Work	W/Irish	M
Sharon Davidson	Corporation of London	Service Manager, Children's Services	B/UK	F
Robin Callender-Smith	Thames Magistrates Court	Clerk to the Youth Court	W/UK	M
Chris Munday	Pilot Children's Trust	Manager	W/UK	M
Heather Mallinder	Anti Social Behaviour Control Unit	Principal Investigations Officer	W/UK	F
Claire Gaskin	Mental Health Trust	Head of Nursing	W/UK	F
Christine Thornborrow	City of London Police		W/UK	F
Stuart Johnson	YOT	Head of Youth Offending Services	W/UK	M

C.2 PERFORMANCE AND QUALITY SYSTEMS

Overview particularly looking at performance management and data quality:

As indicated in Section C1 above, accountability for the delivery of national and local targets sits with the YOT Management Board. As a result of the YOT inspection, the Management Board now receives quarterly performance reports and acts to address any areas of underperformance. This is supported at a strategic level by the role of Living Safely CPAG in monitoring performance against strategic objectives, including those relating to youth justice.

Performance data is used to evaluate practice, which results in actions to drive up performance or to allocate resources.

The YOT management meetings also receive quarterly appraisals of performance based on statistical returns to the YJB and YJB performance feedback and agree improvement actions where necessary. The YOT management group has adopted gate keeping mechanisms and a benchmarking exercise to review the timely production of Pre-sentence reports and for assessing ASSET completion rates, which are also reported to the YOT Management Board. ASSET case audits are conducted to ensure the quality of the assessments.

Through these systems, apart from a slightly lower completion rate for Community Disposals and Custody Start ASSETs, we have maintained or improved our performance against the YJB KPI, including that for initial training plans.

The YOT employs an information systems officer who is responsible for collating, cleaning and analysing data and responding to local and national performance reporting requirements. In developing its use of accurate data, the YOT has benefited from work in Crime Reduction Services to develop the Crime and Disorder Reduction Partnership's capacity to use data to inform strategy and operations, and drive performance improvement. Borough Crime performance and local crime and anti-social behaviour reports are now regularly produced.

All the staff receive regular supervision, and have an annual appraisal, the goals of which are linked to the YJB's targets; team meetings are held weekly, with the whole YOT meeting once a month, and one meeting a month is devoted to professional practice development. Performance against the YJB performance measures is discussed at the whole YOT monthly meetings. Individual staff responsibilities for compliance in this area are reinforced through these systems.

C.3 RESOURCES

C3 a Financial resources

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

It is anticipated that all the delivery plan proposals listed in the Delivery Plan can be catered for within the 2006/07 budget of £2,047,276, including the YJB Prevention Fund. However, actions where it is proposed that funding be obtained from the Stronger Communities Fund (SSCF), Borough Command Unit Fund (BCU) or Neighbourhood Renewal Fund, are dependent on the agreement of the Tower Hamlets Partnership.

The YJB has approved our proposals for the use of the Prevention Fund:

- £125,384 (£62,692 x 2) for the establishment of YIPs in two of the four paired Local Area Partnerships (LAP)
- £42,835 to fund an additional Family Support worker

The Board has also approved our proposals for meeting the requirements of Resettlement and Aftercare Provision for the coming year and confirmed grant funding of £172,928.

The Primary Care Trust has identified £20,000 of additional funding to assess and meet the physical health screening needs of YOT clients.

Funding has not yet been agreed to continue the YOT PAYP programme, though it is anticipated that the submission process will be announced following the amalgamation of Connexions services into Youth and Community Services, which provides the funds.

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

Core activity	Budget expenditure (£)
Preventive services	675,220
PACE Services	12,000
Pre-court services	120,000
Court-based services	185,868
Remand services	57,000
Community-based services	255,869
Through care / after care (including RAP)	247,928
Other orders	493,391
Total:	2,047,276

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

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Police	94,078		6,300	100,378
Probation	30,080		10,000	40,080
Social Services	298,771			298,771
Education	93,705			93,705
Health (from Table A2b)	34,000	20,000	5,125	59,125
Local Authority Chief Executive	311,000	182,000		493,000
Additional Funding (from Table A2a)			962,217	962,217
Total	861,634	202,000	983,642	2,047,276

Table A2a: Additional sources of income

Additional source	Amount (£)
Single Regeneration Budget	Nil
European Funding	Nil
Youth Justice Board Core	312,069
YJB Prevention	168,220
Other – City of London	9,000
Other - Resettlement and Aftercare Provision	172,928
Other - SSCF	100,000
Other – NRF Bid LAP Contribution to YIP (to be confirmed)	200,000 (to be confirmed)

Additional source	Amount (£)
Total (for inclusion in Table A2)	962,217

Table A2b: Health service contributions to the Youth Offending Teams

Health contribution: Funding source	Amount (£)
Source 1: PCT CAMHS Staff Secondment	34,000
Source 2: PCT Primary Health Screening	20,000
Source 3: PCT Budget Contribution	5,125
Total (for inclusion in Table A2)	59,125

C3 b PROGRAMME RESOURCES

Overview of programme resources including services to meet specialist needs:

Services for offenders with substance misuse are highly developed. The Borough-wide young people's substance misuse service – the largest of its kind in London - went operational (delivered by "Lifeline") at the end of 2005 and a link worker is based in the YOT two days per week. There is a substance misuse worker in the YOT who screens all young people.

The YOT has a Service Level Agreement with the East London Mental Health Trust, which ensures cover for the Forensic Adolescent Community Psychiatric Nurse, and provision from CAMHS for those young people considered vulnerable to offending, and being supported by the YISP.

The development of support programmes in relation to Resettlement and Aftercare (RAP) are now available from new YJB resources This principally includes the use of Family Group Conferences and the deployment of trained volunteer mentors, but also art therapy, first aid training, digital video work, and football training.

YOT clients continue to constitute the majority of those being given a service by New Start which engages young people in Education Training and Employment. The provision and funding of dyslexia support services to the YOT is to be reviewed and clarified by the Education Authority; young people are increasingly referred to "New Start" to access the "Dyspel" service. A literacy programme is also available via GAP project.

Work is ongoing with LEAP Confronting Conflict, the LEA, the Children's Fund and Schools to develop Tower Hamlets Restorative Justice in Schools programme. Also ongoing in respect of Key Skills 4 is work with schools to extend their provision to YOT, and to access facilities through NEET Working Group meetings, i.e. new Princes Trust and 3rd Dimension Music programme.

The "Prevent and Deter" strand of "Prolific and Other Priority Offenders" ensures that partnership resources are brought to bear on those at risk of becoming prolific offenders, Tower Hamlets is currently working with, on average, 30 PPOs.

Positive Activities for Young People (PAYP) has previously funded the YOT directly to support 8- 18year olds with diversionary activities and accredited learning opportunities, and further bids will be made for the coming year.

The YISP has access to a wide range of programme resources outside the YOT, including: Summer University (Sports, Arts, Education and Careers), Children's Fund Programmes (Spitalfields Young Farmers Club, Sydney Cyber Club), Old Ford Housing Association (diversionary school holiday schemes and after-school clubs), Tower Hamlets Positive Futures (Leyton Orient): Drug Education and awareness through sports, Health Through School drug awareness programme, Junior Youth Service Play schemes and after school clubs, Tolerance in Diversity (Peer Education Workshops) and two local businesses are offering positive opportunities to young people. The YISP also accesses mentoring from the SHAATHI mentoring scheme run by BLYDA and can refer young people to the police COP programme.

Preventative services will be enhanced with the establishment of Youth Inclusion Programmes in two out of the four LAPs.

In addition to the Connexions worker seconded to the YOT, there will be a link PA with a lead for gang violence and crime offering specialist support.

The Service Level Agreement for parenting work with Coram families provides for 6 group-work courses per year (13 sessions) supporting 75

families, and individual support for 80 families per year. An additional Family Support worker is to be recruited to meet the growing demand for parent support from the work of the YISP in dealing with young people subject to ABCs, reprimand cases referred by YOT Police to the YISP, and YOT assessments of ASB cases, providing a further 25 parenting interventions. YOT clients and their families can also access the range of parenting services provided by the wider partnership, including the parenting advice centre. Parenting resources will be strengthened this year through the LAA.

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):

After playing an active role in the London discussions around secure e-mail, in 2005/06 the YOT implemented secure e-mail for the transmission of all placement alerts from the YOT to the YJB Placements Team. The secure e-mail system is also used by practitioners to send confidential documents such as sentencing histories and ASSETS to other YOTs. The extension of the system to secure establishments is envisaged in 2006/07. All staff have been trained in the use of secure e-mail.

After piloting Ryogens in previous years, the YOT has implemented a revised version of the system, re-named THISchild. The system is designed to record and monitor alerts raised by professionals who work with children. Alerts are logged when there is a concern that a child is at risk of offending. When a threshold is reached, the system notifies a system administrator to progress the case for further action. All staff have been trained in the use of the system.

A new version of the YOT's case management system, YOIS, was installed in the last few days of the 2004/05 year, and in the course of this year the YOT has implemented some of the new functions that are available in the software. In particular, the standard letters function was made live, and the increased ease of production of standard letters has improved the productivity of practitioners. The new electronic forms for placement alerts and post-court reports have enabled the use of secure e-mail. The improved user interface for ASSETS has resulted in quicker production of ASSETS, and the improved stability of the new version of YOIS has resulted in far fewer computer crashes and a consequent significant decrease in loss of data. This has resulted in improved productivity when using the case management system. Further functions of the new version will be implemented in the course of 2006/07. All staff have been trained in the use of the new system, and further training to introduce new functions is envisaged in 2006/07.

The YOT has installed two PCs for use by young people. At present, these are used by the Substance Misuse Worker to allow young people to access resources on the Internet when explaining the dangers of substance misuse.

As part of the Borough initiative to enable departments to conduct all social services business electronically by 2007, the YOT upgraded its PCs to run Windows XP. This upgrade brought greatly increased stability to the ICT platform, and resulted in significantly fewer problems with the ICT infrastructure. This has translated directly into greater productivity for all YOT staff. The upgrade has also made possible further change to the ICT equipment used by the YOT and its staff, in particular firstly to use broadband for remote connection to the YOT network, and secondly to use handheld devices such as PDAs.

The YOT has begun the process of enabling home and peripatetic workers to access the YOT network from remote locations using broadband. Once the initial phase of this project has completed successfully, probably early in 2006/07, the YOT will talk to partner agencies with a view to enabling them to link remotely to the YOT's network and case management system.

The use of broadband is also being extended to the Thames Youth Court. The YOT has in 2005/06 successfully used a remote connection to access its case management system at court. The use of broadband to facilitate this connection will enable faster and more comprehensive network access in the coming year, thereby increasing productivity of YOT staff who are working at court.

A number of PDAs have been used by YOT workers in 2005/06, and a review of their use is anticipated in 2006/07. The calendar function has been the most used feature of the PDAs, and the further use of this function should be investigated.

Video-conferencing has been used in 2005/06 to enable practitioners to meet young people in custody without the need to travel to the YOI. The use of this facility, which is available at Newham YOT, will be reviewed in 2006/07.

The chief barriers to the use of ICT systems are: user aptitude; Borough ICT Department constraints; drawbacks of the YOIS case management system; and financial constraints. Regular formal and informal training is provided by the information systems officer and external providers to improve user skills and familiarity with ICT systems. A good working relationship has been established with the Borough ICT Department, but the speed of delivery of new systems is a major constraint.

The next upgrade of the YOIS system promises to introduce more functions that are based on modern Windows development tools, and this should improve the usability of the system. Financial constraints mean that new equipment such as PDAs, may not be available when required.

C.4 PEOPLE AND ORGANISATION

C4 a WORKFORCE PLANNING

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

The Thames Intensive Supervision and Surveillance Programme consortium, of which Tower Hamlets is a member, is to review its arrangements with YAP UK as provider against guidance which has been issued by the Youth Justice Board, in preparation for the service from April 2007.

We shall be recruiting staff for the two YIPs in partnership with the Youth Service and as indicated in C3 above, the services of an additional family support worker will be commissioned from Coram Families service provider.

Nine RAP volunteer mentors are undergoing training, and a further seven are being screened for suitability. The volunteers will become mentors to offenders known to have substance misuse or mental health problems. The volunteer mentor training standard will be at B-Tech level three qualification in mentoring, supplied by RPS Rainer.

Volunteers also continue to serve on the Referral Order Panels. Standard YJB training is provided.

This year we have appointed the RAP Co-ordinator and the Restorative Justice worker on fixed term contracts, and will shortly be advertising for two senior practitioner caseworkers, which will significantly enhance the capacity of the team.

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	1	3	0	0	4	0	4	0	0	0	12
Fixed Term	0	0	0	0	3	0	0	0	2	0	5
Seconded Social Services	0	0	0	0	5	0	0	0	0	0	5
Seconded Probation	0	0	0	0	1	0	0	0	0	0	1
Seconded Police	0	0	0	0	2	0	1	0	0	0	3
Seconded Health	0	0	0	0	1	0	0	0	0	0	1
Seconded Education	0	0	0	0	1	0	0	0	0	0	1
Seconded Connexions	0	0	0	0	1	1	0	0	0	0	2
Seconded Other	0	0	1	0	0	0	0	0	0	0	1
Outsourced	0	0	0	0	0	0	0	0	0	0	0
Temporary	0	0	0	0	3	0	4	13	0	37	57
Vacant	0	0	2	0	0	0	0	0	0	0	2
TOTAL	1	3	3	0	21	1	9	13	2	37	90
Gender/Ethnicity											
White Male	1	1	0	0	5	0	1	1	1	6	16
Black Male	0	0	0	0	3	0	1	7	0	0	11
Asian Male	0	0	1	0	3	1	1	2	0	6	14
Mixed Race Male	0	0	0	0	0	0	0	0	0	1	0
Chinese/Other Male	0	0	0	0	1	0	0	0	0	0	1
White Female	0	1	0	0	6	0	2	1	1	12	23
Black Female	0	1	0	0	0	0	2	1	0	1	5
Asian Female	0	0	0	0	1	0	1	0	0	5	7
Mixed Race Female	0	0	0	0	1	0	1	0	0	4	6
Chinese/Other Female	0	0	0	0	1	0	0	1	0	2	4
TOTAL	1	3	1	0	21	1	9	13	2	37	88

C4 b Workforce development

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

Volunteer training – see Section C4a above

Delivery Plan	Action
Prevent Offending	Training in THIS CHILD approach
Intervene Early	<i>No training actions</i>
ISSP	<i>No training actions.</i>
Reduce Use of Custody	Court Good Practice Group as part of monthly team practice session. Practitioner Staff training on Criminal Justice Act and its implications on sentencing, and to ensure 'Pathway' group work is embedded into practice
Reduce Re-offending	Practice development sessions for staff are held monthly as a part of the team meeting cycle. Staff are to be trained in a new violence group-work programme.
Enforcement and enabling compliance	Pathways group-work refresher
Swift Administration of Justice	Bench marking exercise
Ensure Effective & Rigorous Assessment	Training in relation to group work programme as above. Practice development sessions for staff are held monthly as a part of the team meeting cycle
ETE	Undertake motivational interviewing training for staff working with this group to support them to deal effectively with disaffected young people
Support Access to Substance Misuse	Volunteer Mentor training (B-Tech level three qualification in mentoring supplied by RPS Rainer) Training for YOT staff to implement the new Borough Tier 2 Initial Assessment tool
Support Access to Mental Health Services	Roll out mental health training to all YOT case workers - CAMHS, mental health awareness training for staff; the CAMHS Foundation course is also available. The Adolescent Forensic Community Psychiatric Nurse is undertaking an MSC course in the Psychodynamics of Human Development
Support Access to Appropriate Accommodation	<i>No training actions</i>

Support Resettlement into Community	Recruitment and training of volunteers under RAP – see under Substance Misuse
Support Parenting Interventions	Training in parental assessment/ASSET audit in relation to parenting assessments to ensure any concerns result in referral of parent for programme
Provide Effective RJ Services	<i>No training actions</i>
Ensure Equal Treatment regardless of Race	<i>No training actions</i>

C.5 PARTNERSHIP WORKING

Overview of partnership working including complementary and conflicting targets:

The Thames ISSP consortium continues to be a positive collaboration between the YOTs of Tower Hamlets, Islington, Hackney and Camden (as lead Authority). The consortium is to review its arrangements with YAP UK as provider against guidance which has been issued by the Youth Justice Board, in preparation for the service from April 2007. The YOT will also ensure that the ISSP provider is fully engaged in the Prevent and Deter Tactical Group.

This year saw the establishment of the Prevent and Deter Tactical Group which works with an average of 30 potentially prolific offenders at any time. The multi-agency group meets monthly and comprises the YOT, Police, Connexions, Children's Services, YAP UK, Anti-Social Behaviour Control Unit and the Youth Service. We are seeking in 2006/07 to build capacity and partnership engagement in targeting prolific offenders through this initiative.

The YISP is well governed by a multi-agency steering group which meets regularly, screening referrals, sharing information and resources, and overseeing the teams work. Directly related is the work of the Social Inclusion Panel, with YOT representation. The YIPs to be established during 2006/07 will feed into the YISP process but be delivered through the youth service as part of local multi-agency teams to ensure we get the coordination with the wider preventative and community safety agenda.

The YOT Manager attends the CAMHS Forensic group, and a service to YISP clients vulnerable to offending has been developed to complement the work of the YOT Forensic Mental Health Nurse with young people in the criminal justice system. The YOT Manager continues to work with the Director of Nursing at the Primary Care Trust on developing primary care service delivery to YOT clients.

Relationships between the YOT and the Children and Young People's Division of Social Services (now Children's Services) have been strengthened and protocols relating to work with children remanded to Local Authority Accommodation should be finalised by June 2006; staff awareness of the roles and boundaries of each agency.

A clear procedure for consultation with the YOT by the Anti-Social Behaviour Control Unit has been established. A major area of partnership work has been around ASB interventions. The partnership has significantly increased its use of ABCs and ASBOs as preventative tools. A partnership protocol is in place that requires the YOT to be consulted in all cases where the partnership is considering applying for an ASB intervention on a young person, and for any young person subject to an ABC, ASBO or ASB injunction to be referred to the YOT and assessed for voluntary or statutory (in the case of Individual Support Orders) intervention.

Training with the Thames Youth Court sentencers continues to include criminal justice outcome figures by ethnicity for Tower Hamlets and the ISSP provision.

Improved information sharing in regard to offenders posing a serious risk to the public has been facilitated by the YOT Manager attending the Multi-Agency Public Protection Panel.

Information sharing with the Safer Neighbourhood police teams, who now cover every ward in the Borough, has been developed in relation to offenders subject to ISSP or included in the Prevent and Deter programme, and young people considered vulnerable to offending.

Clear reporting lines and improved support from secondees to the team have been established, and Service Level agreements are in place with

partner agencies, including Victim Support, East London Mental Health Trust, and Coram Families in respect of parenting work.

The Borough wide young people's substance misuse service (delivered by "Lifeline") went operational at the end of 2005 and a link worker is based in the YOT two days per week. In 2006/07 we shall develop and maintain strong links between the YOT and this service and embed the new practice arising from working with this new provider.

In all the YOT's work we continue to develop relationships with third sector providers who are well placed to work with our young people. For example, we will be commissioning youth interventions from local organisations including the Brick Lane Youth Development Association (BLYDA) and Docklands Outreach; parenting interventions from Coram Families; and victim work from Tower Hamlets' Victim Support. We work with a variety of voluntary agencies through the YISP and our reparation work includes two funded schemes with City farms in the Borough.

DELIVERY PLAN

D. DELIVERY PLAN

PREVENT OFFENDING

Overview

Last year's plan focused on prevention and this has resulted in the 2.7% reduction in the number of first time entrants. A key factor has been the development of the multi-agency Youth Inclusion and Support Panel, which oversees work with young people aged between 10 and 16, who are identified as being at risk of offending, but who have not yet entered the formal youth justice system, and who engage voluntarily. This year the YISP took 117 referrals from a range of sources including children's services, police, ASB team, schools, third sector agencies and self-referrals by parents. Of those referred, only 20 declined to engage, and to date only 4 have gone on to enter the formal Youth Justice System (3 were made subject to Final Warnings, and one person was given a Referral Order). Building on this success, it is planned that the YISP will further develop its capacity to work with young people at risk, especially to work with those involved in ASB and those young people receiving reprimands. The YISP will continue to work closely alongside the youth service and education, and third sector providers, on the wider preventative agenda.

The key development for next year is the introduction of Youth Inclusion Panels, which will work with the 50 most at risk young people in each paired LAP area. We were not able to establish YIPs as planned last year due to a delay in YJB Prevention funds, but the YJB has now approved our proposal to use recently-announced funding to establish YIPs in two of the four paired Local Area Partnerships (LAPs) in the Borough, which will receive funds of £62,692 from the grant, with a view to rolling out YIPs to the other two paired LAP areas subject to the outcome of the pilot and continued funding. Matched funding for next year to equip the programme to YJB specifications, is to be confirmed. We propose to deliver the YIPs through the youth service as part of local multi-agency teams to ensure we get the coordination with the wider preventative and community safety agenda.

Through our Local Area Agreement we are progressing wider partnership work to strengthen preventative work in schools and through mainstream youth service provision. Another key part of the preventative agenda is building the capacity of the partnership to support parenting and families, and we set out how we will use YJB prevention grant to support that under the parenting theme.

Performance against KPI

	05/06 Target	05/06 ¾ Yr Adjusted Target ¹	05/06 ¾ Yr Actual	05/06 ¾ Yr Change
Number of first time entrants into the youth justice system	2% reduction on 04/05 baseline = 392	223	217	-2.69%

¹ Analysis subsequent to the production of the 05/06 target has shown that the target devised by the Youth Justice Board was not based on the same definitions that are used in the actual calculation of first time entrants. By applying the actual calculation retrospectively to the target period of 04/05, a more realistic comparison of the change in the numbers of first time entrants can be achieved.

INTERVENE EARLY

Overview

The YOT's performance in delivering interventions with final warnings (KPI 2) has not improved as much as expected this year, although our EPQA improvement plan has been fully implemented, and the highest EPQA rating for this area of work demonstrates that we have good arrangements in place. The three quarters performance of 77.4%, while under target, is however a welcome improvement on the 2004/05 performance of 73%. All warnings are delivered at the YOT premises by officers fully trained to deliver restorative warnings. The police are currently leading on a review of the final warning process to raise performance in this area.

The key development action from last year's Youth Justice Plan has been implemented. A major area of partnership work has been around ASB interventions. The partnership has significantly increased its use of ABCs and ASBOs as preventative tools. We have set and exceeded a local target to ensure that at least 50% of youth ABCs and ASBOs are supported by an intervention, provided through the YISP. A partnership protocol is in place that requires the YOT to be consulted in all cases where the partnership is considering applying for an ASB intervention on a young person, and for any young person subject to an ABC, ASBO or ASB injunction to be referred to the YOT and assessed for voluntary or statutory (in the case of Individual Support Orders) intervention.

In the coming year we shall work to increase the number of Final Warnings supported by an intervention through the development of protocols and increasing diversionary activities available to young people on Final Warnings. The availability of parenting support will also be highlighted during the assessment process. The YOT will continue to support the partnership's provision of an intervention to every young person subject to an ABC or ASBO, as well as those on reprimands. We will be looking to increase use of the Individual Support Order and parenting interventions.

Performance against KPI:

	05/06 ¾ Yr Actual	05/06 ¾ Yr %	05/06 Target	06/07 Target (New KPI)	EPQA 2003 rating	EPQA 2005 result
Final Warnings supported by an intervention	48	77.42%	80%	100%	2	3

PROVIDE INTENSIVE COMMUNITY SUPERVISION

Overview

The major development of last year was the establishment of the Prevent and Deter tactical group, which works with an average of 30 offenders at any time. The multi-agency group meets monthly and comprises the YOT, Police, Connexions, Children's Services, YAP UK (Intensive Supervision and Surveillance-ISSP provider) Anti-Social Behaviour Control Unit and the Youth Service. We are seeking this year to build capacity and partnership engagement in targeting prolific offenders through this initiative.

Tower Hamlets is a part of Thames Intensive Supervision and Surveillance Programme consortium, with Camden as lead authority, and Hackney and Islington as partners. Tower Hamlets target number of starts on the programme for April to December was 18 with 17 starts achieved. Of 20 completed cases in the period, 12 were successful, a rate of 60%. All relevant formal reviews were completed, including initial family team meetings, 3 and 6 monthly reviews and discharge reviews. Actions in relation to monitoring ISSP outputs and linkages to YOT have been completed; the format of group supervision of YAP advocates by the YOT operational manager is to be reviewed, as is the presentation of bail ISSP proposals to the Courts.

The consortium is to review its arrangements with YAP UK as provider against guidance which has been issued by the Youth Justice Board, in preparation for the service from April 2007. The YOT will also ensure that the ISSP provider is fully engaged in the Prevent and Deter Tactical Group.

REDUCE RE-OFFENDING

Overview

We have achieved reduced re-offending in three of the four recidivism categories compared to 2004/05 (see Appendix B), and achieved the target of a 5% reduction in respect of Community Penalties. The Pre-Court re-offending rate was only two percentage points above the target and the First Tier penalty rate was even closer to the target. With regard to the Custodial cohort, whose re-offending was 100%, it is important to note that this was only in respect of four individuals. We are hopeful that our early intervention plans and post-custodial support including RAP will reduce these re-offending rates further next year.

We have delivered on last year's actions in respect of effective case supervision, ensuring that interventions are linked to criminogenic risk factors and enforcement is monitored during routine supervision every three to four weeks. Future EPQA exercises are to involve practitioners to a greater degree, and practice development sessions for staff are held monthly as a part of the team meeting cycle.

Achievement of National Standards for initial contacts in relation to Referral Orders and other community orders are only being met in 30% and 57% cases respectively; subsequent contacts are at lower levels for Community Orders although there is good performance for Referral Orders. Closer monitoring of this aspect of performance is to be introduced.

A multi-faceted approach will be adopted in 2006/07 to reduce re-offending - improvement in restorative justice interventions, an extended and varied group work programme to be available throughout the year and the use of evidence based practice work with individual offenders. These actions should also improve our National Standard performance in relation to the timeliness of contacts with the young people. The action to achieve a faster response to breaches, and work in relation to ABCs and ASBOs, the ISSP young offenders and the Prevent and Deter group (see Delivery plans above) will all contribute to improved performance against this KPI.

Performance against KPI:

Re-offending rates for the 2003 cohort after 24 months compared to the 2002 cohort after 24 months

	05/06 Actual %	05/06 Target %	06/07 Target %
Pre-Court	32.73	30.23	31.08
First Tier Penalties	61.40	59.89	58.33
Community Penalties	69.70	76.73	66.21
Custody	100	95	95

Note:

The data includes re-offending by young people aged over 18.

REDUCE THE USE OF CUSTODY

Overview:

The National Standards for bail supervision have been met, although numbers are low, it is therefore disappointing that the percentage of custodial remands has increased from the 2004/05 level of 40.4% which had been close to the 04/05 target. A more moderate increase in the percentage of custodial sentences (7.3% from 6% which was also the 04/05 target level) means that we have not met the target.

We delivered on the actions against this target in last years plan, specifically the court good practice group is established, communication and training with magistrates has been enhanced and sessions on custodial remands and sentences have been held. The Probation service is to supply a half days training on the Criminal Justice Act and its implications on sentencing to practitioners in late April. Caseworkers have continued to use "Pathway" and "Teentalk", and limited progress has been made in embedding "Pathway" group-work into practice.

In 2006/07 we will aim to provide more effective alternatives to remand for sentencers, specifically by reviewing and refining the Bail Support scheme in order to target the service at the most vulnerable young people; establishing remand fostering provision in the borough; and agreeing a protocol between the YOT and Children's Services on young people remanded to Local Authority accommodation. YOT managers will also review all cases where a custodial sentence is imposed to improve the YOT's recommendations of non custodial options. We plan to a more proactive approach to communicating with sentencers to ensure that they are aware of all alternatives to custody and their effectiveness, and that we are addressing their concerns about using those alternatives.

Data: Proportion of Secure Remands against all Remands (excl. conditional and unconditional remands)

	<u>05/06 ¾ Year Actual</u>	<u>05/06 ¾ Year Actual %</u>	<u>05/06 Target %</u>	<u>06/07 Target %</u>
Secure Remands	40	51.28%	38%	30%

Data: Proportion of Custodial Sentences against all sentences

	<u>05/06 ¾ Year Actual</u>	<u>05/06 ¾ Year Actual %</u>	<u>05/06 Target %</u>	<u>06/07 Target %</u>
Custodial Sentences	31	7.33%	5%	5%

ENSURE THE SWIFT ADMINISTRATION OF JUSTICE

Overview

Although the 2005 performance in delivering timely pre-sentence reports does not achieve the target, the improvement noted in the overview of last year's Plan has continued, with performance rising from 74.1% to 84%. The continued underperformance on PYO reports is a real concern.

Actions in last years Plan including training in report writing and involvement in magistrates' training have been implemented, a new gate-keeping form for monitoring the standards and consistency of reports is to be introduced.

In 2006/07 the YOT will continue to ensure its regular representation at the borough criminal justice group in order to better engage the Criminal Justice System agencies in meeting youth crime objectives, including the swift administration of justice. The YOT management group will focus on Persistent Young Offenders, checking the pre-sentence report (PSR) performance and will undertake a benchmarking exercise with top performing YOTs around the PSR preparation process in order to improve our own performance level.

Data: 90% of Pre-Sentence reports for PYOs are submitted within 10 days, and 90% of Pre-Sentence reports for general population are submitted within 15 days.

KPI: 05/06 actual and % against target	<u>05/06 ³/₄ Year Actual</u>	<u>05/06 ³/₄ Year Actual %</u>	<u>05/06 Target %</u>	<u>06/07 Target %</u>
Pre-Sentence Reports for PYOs	32	59.38%	90%	90%
Pre-Sentence Reports for general population	88	84.09%	90%	90%

ENFORCEMENT AND ENABLING COMPLIANCE

Overview

This is a new theme for 2006/07 and we are awaiting further guidance from the YJB on the requirements for YOTs in this area. We have a high number of young people among our caseload who unacceptably failed to comply with the requirements of their order, with the National Standards Audit indicating a breach level of 88%. We need to improve our performance relating to compliance, including the timeliness of breach action.

We are planning to review arrangements with the courts for breach matters to be listed as a priority in the light of the National Enforcement Delivery Board's measures and to implement recommendations arising from the analysis of breaches undertaken as part of the race audit. Through the Prevent and Deter initiative, we are building capacity of the police to provide enforcement and surveillance on persistent offender, and we already refer all young people on ISSP and ASBOs to local Safer Neighbourhood Teams to support enforcement.

ENSURE EFFECTIVE AND RIGOROUS ASSESSMENT

Overview

Apart from Community Disposal and Custody start Assets, where our performance is slightly lower than in 2004/05, we have maintained or improved our performance against the YJB KPI. As part of the implementation of the Inspection Action Plan the quality of ASSET Reviews and Initial Supervisory Plans have improved and are monitored regularly; the Risk Management process, including the maintenance of a Risk Register, has also been implemented. In addition any Asset triggered Risk of Serious Harm Assessment is flagged up with the Team Manager for consideration of a risk management meeting.

While we have not achieved the 100% target in relation to Initial Training Plans, there has been a significant improvement – 74.1% compared with 61.9% in 2004/05. There has been a constant improvement in this area since 2002. Our plan to agree a protocol with the secure estate for drawing up initial training plans within national standards will further improve our performance in 2006/07.

Plans to extend group work programmes and the use of evidence based practice work with young people (see Delivery Plan above for reducing re-offending) will improve the effectiveness of interventions. The YOT will continue to monitor and report on a quarterly basis the ASSET completion rate to the YOT Management Board. We are also working to align the YOT ASSET process with the 'Common Assessment Framework' and to adopt the 'Lead Professional' approach which will improve the overall quality and holistic characteristics of assessments across different agencies.

Data: Ensure that 100% of assessments for community disposals are completed at both assessment and closure stages.

Community Disposals	<u>05/06</u> ^{3/4} Year Actual	05/06 ^{3/4} Year Actual %	05/06 Target %	06/07 Target %	EPQA: 03 rating	EPQA: 05 result
Start Asset	<u>205</u>	91.11%	100%	100%	2	3 (to be confirmed)
Closing Asset	<u>188</u>	94.95%	100%	100%		

Data: Ensure that 100% of assessments for custodial sentences are completed at both transfer and closure stages.

Custodial Sentences	<u>05/06 ³/₄ Year Actual</u>	05/06 ³/₄ Year Actual %	05/06 Target %	06/07 Target %	EPQA: 03 rating	EPQA: 05 result
Start Asset	26	96.3%	100%	100%		
Transfer Asset	23	100%	100%	100%		
Closing Asset	14	100%	100%	100%		

Data: Ensure that all initial training plans are drawn up within 10 working days of sentences being passed.

	<u>05/06 ³/₄ Year Actual</u>	05/06 ³/₄ Year Actual %	05/06 Target %	06/07 Target %	EPQA: 03 rating	EPQA: 05 result
Initial Training Plans	26	73.08%	100%	100%		

SUPPORT YOUNG PEOPLE ENGAGING IN EDUCATION TRAINING AND EMPLOYMENT

Overview

Performance against the KPI target (to increase the proportion of young offenders who are in education, training or employment at the end of their order) has improved from 88.3% in 2004-5 to 89.1% in 2005-6, just short of the 90% target; this is the highest score achieved since 2001.

Progress has been made against all the actions contained in last years Youth Justice Plan. The protocol between the YOT and schools is under consultation between the LEA and schools, prior to implementation. The EPQA Improvement plan is in place and subject to ongoing monitoring, negotiations are in place to provide YOT specific Positive Activities for Young People (PAYP) and summer University courses. The second roll out of the NRF funded TH College “Step up” course is underway, providing potential additional pre- E2E support for 16+ young people.

Work is ongoing with LEAP Confronting Conflict, LEA, the Children’s Fund and Schools to develop Tower Hamlets Restorative Justice in Schools programme. Also ongoing in respect of Key Skills 4 is work with schools to extend their provision to YOT, and to access facilities through NEET Working Group meetings, i.e. new Princes Trust and 3rd Dimension Music programme.

In 2006/07 it is proposed to focus on the over 16s’ training and employment through improved partnerships with Connexions, the Learning and Skills Council and New Start, an additional part time Connexions worker has been provided. We also aim to provide a Connexions PA for every young person on the Prevent and Deter list. The provision and funding of dyslexia support services to the YOT has been reviewed and clarified by the Education Authority, young people are increasingly referred to “New Start” to access the “Dyspel” service. A literacy support programme is also available via the GAP project, and Shannon Trust peer support materials are available to the advocates from ISSP and mentors from the RAP scheme.

Appraisals of YOT seconded staff, including education secondees, are now undertaken jointly between the YOT and parent agency. Training in relation to ETE will be prioritised in 2006/07 – motivational and interview training will be provided for staff to support them to deal with disaffected young people. We shall also ensure that there is a range of good training providers.

Performance against KPI

Proportion of young offenders who are supervised by the YOT are in ETE at the conclusion of their orders.

	<u>05/06 ¾ Year Actual</u>	05/06 ¾ Year Actual %	05/06 Target %	06/07 Target %	EPQA: 03 rating	EPQA: 05 result
<u>Offenders</u>	210	89.05%	90%	90%	1	3

SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION

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

Performance against the KPI has improved in relation to numbers of young people in appropriate accommodation, from 88% in 2004/05 to 92% in 2005-6, though this is still short of the 100% target.

Access to two places in a hostel commissioned via the housing departments "Supporting people" strategy were established in the past year, and are currently occupied, providing an invaluable local resource. The support needs of those placed will be reviewed in June 2006.

Plans are in place for the provision of remand fostering by September 2006, and interim spot purchase arrangements are to be in place by April. Tower Hamlets YOT has access to the London wide Intensive fostering service. A protocol is to be agreed between the YOT and Children's Services on young people remanded into Local Authority accommodation. The role of the YOT accommodation officer will be developed to increase the range of accommodation resources available to the team and the YOT will work closely with key accommodation providers to offer consistent support to young people offered placements.

Performance against KPI

A named accommodation officer is in place	<u>05/06 ¾ Year Actual</u>	05/06 ¾ Year Actual %	05/06 Target %	06/07 Target %
<u>Young people in suitable accommodation</u>	202	92.66%	100%	100%

SUPPORT ACCESS TO MENTAL HEALTH SERVICES

Overview

Performance against the KPI is consistently strong with referrals for both acute and non acute cases achieving a 100% performance against a target of 95% of cases referred within timescales. In 2006/07 we shall work with CAMHS to maintain this excellent performance in relation to timescales for assessment.

A service level agreement with the Mental Health Trust is in place, including cover in the absence of the YOT mental health nurse and arrangements for YISP referrals to CAMHS, mental health awareness training for staff has begun and the CAMHS Foundation course is also available.

The EPQA process highlighted areas for qualitative improvement and the improvement plan had been implemented ahead of schedule, and mental health training is to be provided by June 2006. Health are currently reviewing procedures in order that appraisals of the YOT seconded health workers will be undertaken jointly between the YOT and health in 2006/07.

The Primary Care Trust has identified an additional 20k resource to scope and deliver primary health screening to YOT service users, with the aim of improving access to and take-up of primary health care by that group.

Performance against KPI

Refer to CAHMS for assessment: within 5 working days for acute cases; within 15 working days for non-acute cases

	<u>05/06 ³/₄ Year Actual</u>	<u>05/06 ³/₄ Year Actual %</u>	05/06 Target %	06/07 Target %
<u>Acute cases</u>	1	100%	100%	100%
<u>Non-acute cases</u>	30	100%	100%	100%

SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES

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

Targets in relation to this performance measure continue to be broadly met, and this area of work has benefited from the resources for direct work with young people with substance misuse problems under the Resettlement and Aftercare Programme (RAP). The Borough wide young people's substance misuse service (delivered by "Lifeline") went operational at the end of 2005 and a link worker is based in the YOT two days per week. In 2006/07 we shall develop and maintain strong links between the YOT and this service and embed the new practice arising from working with this new provider.

Nine RAP volunteer mentors are undergoing training, and a further seven are being screened for suitability, family group conferences have not taken place as expected and this aspect of RAP provision is being reviewed. There have only been a small number of cases where named accommodation has not been available to young people on release from custody, engaging support programmes are being developed in partnership with Connexions and Lifeline. Good arrangements are in place for referral to Tier 3 and 4 services via Lifeline and CAMHS. Training for YOT staff to implement the new Borough Tier 2 Initial Assessment tool is currently under way, the proposed actions for improving ASSET completions (see Assessment Delivery Plan above) will also help us to achieve 100% screening for substance misuse in 2006/07.

We shall ensure that all young people with tier 3 or 4 substance misuse needs are referred to RAP.

Performance against KPI

	05/06 ³/₄ Year Actual	05/06 ³/₄ Year Actual %	05/06 Target %	06/07 Target %
Screening (number of start Assets completed)	220	91.29%	100%	100%
Specialist Assessment within 5 days	37	86.05	100%	100%
Early Access to Intervention within 10 days	35	100%	100%	100%

SUPPORT RESETTLEMENT INTO THE COMMUNITY

Overview

Ensuring effective assessment through the custodial sentence, so that needs can be met in a dynamic way, is key to delivering on this objective. Performance against completion rates for assessment (via Asset) of those in custody was generally strong, with the target achieved for the middle and end stages, and just short for the start Asset. Although performance against Detention and Training Order (DTO) Planning KPI improved from 61% in 2004-5 to 74% last year, it remains short of the 100% target, and the EPQA improvement plan is largely focussed on creating more formal arrangements with custodial establishments in order to ensure effective sentence planning. YOT workers have, on the whole, maintained regular contact with the young people on DTO, while in the YOI and in the community within the National Standard time frames.

Nine RAP volunteer mentors, who will support young offenders returning to the community, are currently undergoing training, and a further group are being screened

Actions for the coming year aim to strengthen this area of work by improving the application of the RAP improving screening arrangements, developing RAP activities and implementing multi-agency exit strategies for those young people on the Prevent and Deter list.

Performance against KPI

EPQA: 05 rating	2	EPQA: 07 target	<u>3</u>
-----------------	---	-----------------	----------

PROVIDE EFFECTIVE RESTORATIVE JUSTICE SERVICES

Overview

Work to engage victims has been developed with the appointment of a Restorative Justice co-ordinator, and performance against the KPI has improved from 51% to 59%, although is still short of the 75% target. The proportion of victims who did engage and who were satisfied was strong: 85%, against the target of 75%.

The RJ forum has met regularly throughout the year, YOT police officers are delivering restorative Final Warnings and a strategy for the use of RJ in anti-social behaviour work will be implemented in June 2006. Four new community reparation schemes will be delivered in 2006/07, with work to link the work that young offenders do to local community safety priorities through the Safer Neighbourhood Teams.

Although monitoring systems are in place for contacting victims and assessing their needs, further work is to be done in providing them information in respect of offenders' progress through the youth justice system. Additional resources for victim support to vulnerable victims and witnesses are to be provided.

Data: Ensure that 75% of victims of youth crime are offered the opportunity to participate in a restorative process; and that 75% of victims who participate are satisfied with the restorative process.

	<u>05/06 ¾ Year Actual</u>	<u>05/06 ¾ Year Actual %</u>	<u>05/06 Target %</u>	<u>06/07 Target %</u>	<u>EPQA: 04 rating</u>	<u>EPQA: 05 result</u>
<u>Victims offered opportunity</u>	74	59.68%	75%	75%		
<u>Victim satisfaction</u>	6	85.71%	75%	75%		

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:

The EPQA improvement plan was implemented and the highest rating achieved, along with the KPI target of 10%. As a consequence a new local target has been set of 15% for the coming year, to reflect the priority given to this work by the Tower Hamlets Partnership. The capacity on parenting was flagged through the Inspection as a risk factor in relation to introducing a more systematic referral system for parenting support. Accordingly, we are using the YJB Prevention grant to build capacity in this area, specifically providing 25 additional parenting interventions by funding an additional Family Support worker to join the Coram Family Team at the Mary Hughes Centre, costing £42,835 (25.4% of total grant). This will help meet growing demand for parent support from the work of the YISP in dealing with young people subject to ABCs, reprimand cases referred by YOT Police to the YISP, and YOT assessments of ASB cases. Parenting assessments will also be triggered by the Prevent and Deter Tactical Group.

The increased provision will be prioritised for those young people in the stages of early intervention by anti social behaviour, preventative and youth justice services, though more Parenting Orders are expected to be generated via YOT proposals to the Courts. This was in relation to both YOT and YISP referrals.

Practitioner training in respect of parental assessments has taken place and the system for regularly monitoring satisfaction levels of parents has shown improved results. Within the YOT an Asset audit in relation to parenting assessments is to be undertaken to ensure any concerns result in referral for programmes.

A borough wide parenting strategy is to be established in conjunction with children's services in the coming year which will ensure a seamless service from universal support to crisis intervention.

Performance against KPI

	<u>05/06 ³/₄ Year Actual</u>	<u>05/06 ³/₄ Year Actual %</u>	<u>05/06 Target %</u>	<u>06/07 Target %</u>	<u>EPQA: 04 rating</u>	<u>EPQA: 05 result</u>
Number of Interventions	21	10.5%	10%	10%	3	3
Satisfaction of participants	9	100%	75%	75%		

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:

As a result of the race audit conducted as part of last years Youth Justice Plan, a multi agency race audit strategy group has been established to explore in more detail the issues where there is disproportionate representation of some ethnic groups within the Youth Justice system, and to propose actions to reduce the imbalance. The group includes the Police, sentencers, Crown Prosecution Youth branch, the Clerk to Thames Youth Court and YOT staff.

The race audit was run for 1st October 2003 to 30th Sept 2004, we have re run the data for the previous and subsequent year to explore whether issues that were raised for different ethnic groups were consistent over the period, this has resulted in us removing inconsistent issues from our priority list.

The group has prioritised the remaining issues arising from the audit, and created actions to address them for the YOT only to undertake.

The group will continue to meet to consider other agency actions to assist the YOT in meeting the target. Ongoing actions for the YOT are contained in the Action plan appendix.

E. REVIEW AND APPROVAL

Table B: Schedule for review of plan:

Review date	Reviewer
1st June	Stuart Johnson
30 October	Stuart Johnson
13. December	Stuart Johnson

Table C: Signature of approval

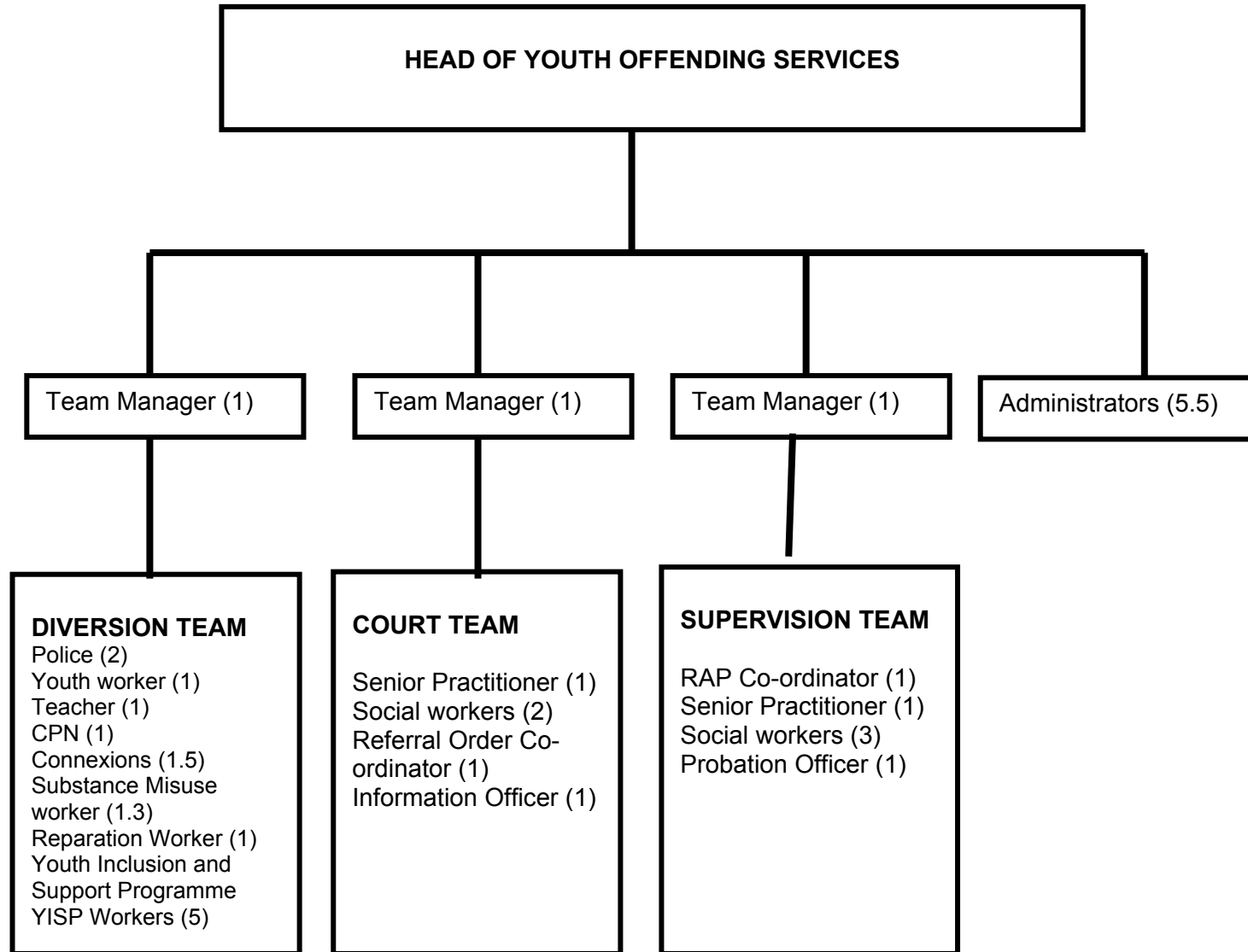
	Name Of Chief Officer	Signature	Date
Chief Executive Of The Local Authority	Christine Gilbert		
Education Department	Kevan Collins		
Health Service	Alwyn Williams		
Police Service	Mark Simmons		
Probation Service	Chris Chater		
Social Services	Ian Wilson		
Other Partner(s) Corporation of London	Jenny Goodall		
City of London Police	Frank Armstrong		

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
<p>Prevent offending (target since 05/06):</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>		223	Not available
<p>Prevent Offending (old target):</p> <p>At least 200 young people are identified and targeted for support each year</p>	105	NEW TARGET	
<p>Intervene early (new target):</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"> - 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
<p>Intervene early (old target):</p> <p>Ensure that 80% of all final warnings are supported by an intervention programme</p>	73%	77.42%	
<p>Reduce re-offending:</p> <p>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:</p>	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	31.82%	32.73%	Reduction of 5%

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
First tier penalties	63.04%	61.40%	Reduction of 5%
Community penalties	80.77%	69.70%	Reduction of 5%
Custody	100%	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%	40.4%	51.28%	30%
Reduce the use of custody (custodial sentences): Reduce the number of custodial sentences as proportion of all court disposals to 5%	5.75%	7.33%	Reduce to 5%
Ensure the swift administration of justice: Ensure that 90% of pre-sentence reports are submitted within 10 days for PYOs	60%	59.38%	90%
Ensure that 90% of pre-sentence reports are submitted within 15 days for general offenders	79.27%	84.09%	90%
Ensure effective and rigorous assessment, planning and supervision Ensure that 100% of assessments for community disposals are completed at assessment stage	96.81%	91.11%	100
Ensure that 100% of assessments for community disposals are completed at closure stage	93.33%	94.95%	100
Ensure that 100% of assessments for custodial sentences are completed at assessment stage	100%	96.3%	100
Ensure that 100% of assessments for custodial sentences are completed at transfer stage	100%	100%	100
Ensure that 100% of assessments for custodial sentences are completed at closure stage	100%	100%	100
Ensure that all initial training plans for DTOs are drawn up within 10 working days of sentences being passed	61.9%	73.08%	100

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
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	76.26%	89.05%	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	86.61%	92.66%	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%	100%	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%	100%	100
Support access to substance misuse services: Ensure that all young people are screened for substance misuse	96.81%	91.29%	100
Ensure that all young people with identified needs receive appropriate specialist assessment within 5 working days of assessment	100%	86.05%	100
Ensure that all young people access the early intervention and treatment services they require within 10 working days of assessment	100%	100%	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	51.11%	59.68%	75
Ensure that 75% of victims are satisfied	96.3%	85.71%	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	2%	10.50%	10% (Local Target 15%)

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
Ensure that 75 % of parents participating in a parenting intervention are satisfied	N/a	100%	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	Yes	Yes	NEW TARGET

EPQA

Theme and measure	Initial score	Predicted score	Actual score
Prevention: post 07			
Early intervention: Final warning interventions	2	3	3
Intensive supervision: ISSP post 07			
Managing demand for custody: Remand management 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	2	3	2
Education, training and employment	1	2	3
Substance misuse: 06 – 08	N/A	N/A	N/A
Mental health: 05 – 07	2	3	
Accommodation (n/a)			
Resettlement	2	3	
Parenting	3	3	3