

<b>Committee:</b> <b>CABINET</b>	<b>Date:</b> 7 <sup>th</sup> February 2007	<b>Classification:</b> Unrestricted	<b>Report No:</b>	<b>Agenda Item:</b>
<b>Report of:</b>  <b>Corporate Director:</b> Kevan Collins, Corporate Director Children's Services  <b>Originating officer(s):</b> Mary Durkin, Service Head Youth and Community Learning, Children's Services		<b>Title:</b> Youth Justice Plan 2007 –2008: Key Proposals  <b>Wards Affected:</b> All		

## 1. SUMMARY

- 1.1 This report provides an outline and initial draft of the Cabinet report for the 2007/08 Youth Justice Plan (YJ Plan). This is required under the Council's Budget and Policy Framework before consideration by Overview and Scrutiny Committee, final consideration by Cabinet (7<sup>th</sup> February 2007) and the Full Council (28<sup>th</sup> February 2007) The Council is required by statute to produce an annual YJ Plan, setting out how youth justice services are to be provided and funded. The Plan is written to a template provided by the national Youth Justice Board (YJB).
- 1.2 The plan is based around the 16 performance areas and 21 KPIs against which the Youth Offending Team (YOT) is assessed. In developing the plan we sought last year (2006-7) to focus on:
- Local priorities for tackling youth offending
  - Areas for improvement as identified through the YOT inspection 2005 (Appendix A) and benchmarking against performance.

### **Local Government Act, 2000 (Section 97) List of "Background Papers" used in the preparation of this report**

Brief description of "background papers"	Name and telephone number of holder and address where open to inspection.
Strategic Plan and Community Plan Year 6 – 2006-07	Alastair King x4981
Children's and Young People's Plan	Kevan Collins x4953
Crime and Drugs Reduction Strategy	Clare Demuth x6061
Youth Justice Plan 2007/08	Stuart Johnson, x1144

## **2. RECOMMENDATIONS**

Cabinet is recommended to:

- 2.1 Note the 2005 Youth Offending Team Inspection Plan summary attached at Appendix B of this report
- 2.2 Endorse the 2007/2008 Youth Justice Plan Delivery Plan, attached at Appendix A, as the basis for improved performance in relation to reducing youth offending in Tower Hamlets and recommend that Council approve the Plan.

## **3. BACKGROUND**

- 3.1 The YOT is a statutory multi-agency body set up by the Crime and Disorder Act 1998. Its primary aim is to prevent offending by young people, and it has responsibility for the delivery of all sentences imposed by the youth court, as well as preventative and rehabilitative work with young people between the ages of 10 and 17. The YOT has jurisdiction over Tower Hamlets and the City of London and works with between 390 and 630 young people each year, out of a total 10 – 17 year old population of 21,761 (2001 Census). The YOT is newly part of Children's Services and comprises 36 staff, including secondees from Children's Services, Police, Health, Probation, Connexions, Drug Action Team and "Lifeline". Among the 36 staff are grant funded project workers. In addition, the Youth Offending service deploys 50 sessional workers and volunteers.
- 3.2 The work of the YOT is overseen by a cross-agency YOT Management Board. Last year, the YOT Management Board formally became 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 was reflected in the 2005-6 YJ Plan which sought to align the planned work of the YOT with wider partnership work (including through the Children and Young People's Plan - CYPP) and the Local Area Agreement (LAA) on local priorities. The Management Board also sought to ensure that the YOT's priorities were 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.
- 3.3 The YOT's priorities for action last year were set following consideration of:
  - Areas for improvement identified by the 2005 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 highlighted as strategic issues parenting interventions, victim work, education, employment and training and over-use of custody (in addition to the 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 the previous 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.

3.4 Accordingly, the YOT Management Board 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 in 2005 by the YJB.
- In addition, we have continued 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.

3.5 The YJ Plan, in addition to the 16 YJB performance areas, contributes 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

A similar process for considering the YOT's priorities in the 2007-8 YJ Plan is underway, and will underpin the 07/08 Delivery Plan. The Delivery Plan will be finalised when the outcomes for the current year are clear, and will focus on any areas that need further development, as well as on local and national priorities. In particular officers will focus on red and amber indicators in the current action plan.

## **4. OVERVIEW OF PERFORMANCE**

4.1 In 2005, the YOT was inspected and received a rating of 'satisfactory' with a 'good basis for future development'. A summary of inspection recommendations and action taken is attached below at Appendix B. All work still outstanding on the resulting Action Plan is to be completed by April 2007.

4.2 The performance of the YOT is measured annually against 21 key performance indicators (KPIs) set by the YJB. The table below gives a summary of:

- YOT performance against KPI targets in 2005/06; and

- The most up-to-date 2006/07 YOT performance data available which relates to the first nine months of 2006 (1<sup>st</sup> April to 31<sup>st</sup> December). This gives performance against KPI targets. A comparison with YOT family borough areas will be available in the third week of February 2007.
- The 'traffic lights' in this table are allocated by the YJB on a points basis.

4.3 The final year performance figures for 2005-6 highlighted a number of strengths in our performance:

- The Key Performance Indicator table below shows a reduction of 32% in first time entrants, using the national baseline provided by the YJB. However, the YOT decided to recalculate the baseline to provide a more realistic comparison between 2004/05 and 2005/06, since the national baseline did not compare like with like and delivered unfeasibly large reductions in re-offending levels. The new baseline showed a reduction of first time entrants to the Youth Justice system of 2% in real terms, meeting the national target of 2%, and this data is presented in Appendix A, Delivery Plan. We continue to show the figures using the YJB baseline in the Key Performance Indicator table. The actual number of first time entrants and the actual target numbers are shown in brackets.
- The number of red indicators decreased from 2004/05 to 2005/06 as we ended the full year with no red indicators.
- The borough's performance was better than the YOT family average.
- We significantly improved performance against the parenting indicator and increased victim interventions, both priorities in last year's plan.
- The YOT performance level was raised from 3 to 4 (of 5), above the family, London and National averages.

4.4 The LBTH YOT April – December 2006 column of the table is performance feedback for the three quarterly statistical returns on which the 2007/08 Youth Justice Plan will be based. The table illustrates some areas where performance worsened in the first nine months compared to the previous year. Specific areas of note are as follows:

- First Time Entrants: the number of first time entrants to the youth justice system in the first three quarters of 2006/07 showed an increase of 25.9% on the adjusted target for the three quarter year period. Compared to the same period in 2005/06, this was an increase of 16.6%. The actual number of first time entrants and the actual target numbers are shown in brackets.
- Use of remand: despite a sharp rise in custodial remands in the second quarter of 2006/07, (63% increase on the first quarter of 2006/07), the YOT has managed to maintain custodial remands at the same level in the first three quarters of 2006/07 as in the previous year, 2005/06. This is despite a national rise in custodial rates, which in recent months has introduced the real prospect of young offenders commencing their custodial remands or sentences in local police station custody suites.
- Custodial sentences: remained as a yellow indicator but the percentage and number of custodial sentences increased compared to the same period in the previous year.
- Parenting: a lack of referrals in the second half of 2005/06 manifested in poor performance in the 1<sup>st</sup> three quarters of 2006/07.

- PSRs: Although this indicator remains yellow, performance is approaching the green 90% target.
- Detention and Training Order (DTO) Planning: In the first three quarters of 2006/07 there were 33 DTO sentences, more than in the whole of 2005/06 (30 in 2005/06). The large number of DTOs in the third quarter (12) put further strain on the ability of a hugely stretched custodial regime to organise and accommodate planning meetings. (See above comment on the national issue of the rise in custodial outcomes for young offenders) Despite this the YOT maintained performance in the third quarter at the same level as in the second quarter of the current year at 66.7%. (1<sup>st</sup> quarter 88.9% on 9 DTOs). However, this level of performance was not high enough to prevent this indicator turning red.
- ETE: New YJB requirements for the more detailed recording of ETE data has required practitioners to learn new recording methods and subsequently led to a dip in performance. It is hoped that familiarity with the new processes will move this indicator into the yellow band (75% threshold) in the remaining quarter of 2006/07.
- **SUMMARY**  
14 of the 21 KPI percentage scores have either improved, or maintained a green indicator. There was 1 not applicable score, and 6 scores worsened compared to 2005/06 (of those worsening scores, 2 remained amber and 3 became red indicators, and 1 is not assessed using the traffic light system)

Key Performance Indicator	Preferred Outcome	2005 - 2006		Apr - Dec 2006		
		LBTH YOT	Target	LBTH YOT	Target	YOT Family
Reduction in First Timers	Higher	32% (272)	2% (400)	-25.87% (253)	2% (267)	not known
Final Warnings	Higher	78.3%	80%	96.6%	95%	not known
Use of remand	Lower	44.6%	<30%	44.9%	<30%	not known
Custodial sentences	Lower	6.4%	<5%	8.8%	<5%	not known
Restorative processes	Higher	69.5%	75%	97.7%	75%	not known
Victim satisfaction	Higher	87.5%	75%	100.0%	75%	not known
Parenting	Higher	15.7%	10%	0.8%	10%	not known
Parental satisfaction	Higher	100.0%	75%	N/A	75%	not known
Community Asset - Start	Higher	92.5%	100%	97.6%	95%	not known
Community Asset - End	Higher	94.9%	100%	96.2%	95%	not known
Custodial Asset - Start	Higher	96.9%	100%	100.0%	95%	not known
Custodial Asset - Transfer	Higher	100.0%	100%	100.0%	95%	not known
Custodial Asset - End	Higher	100.0%	100%	100.0%	95%	not known
PSR	Higher	76.7%	90%	83.5%	90%	not known
DTO planning	Higher	77.4%	100%	72.7%	95%	not known
ETE	Higher	90.1%	90%	65.7%	90%	not known
Accommodation	Higher	93.2%	100%	95.2%	95%	not known
CAMHS - Acute	Higher	100.0%	100%	100.0%	95%	not known
CAMHS - Non Acute	Higher	100.0%	100%	100.0%	95%	not known
SMU - Assessment	Higher	88.1%	85%	100.0%	90%	not known
SMU - Intervention	Higher	100.0%	85%	98.4%	90%	not known

KPI Performance	Higher	85.0%		not known		not known
National Standards Compliance	Higher	61.9%		not known		not known
EPQA Performance	Higher	82.9%		not known		not known
Re-offending Performance	Higher	52.6%		not known		not known
Overall Performance	Higher	70.4%		not known		not known
Overall Level	Higher	Level 4		not known		n/a

- 4.5 The YJB sets performance targets for YOTs on an annual basis. The targets set for next year will be reviewed to ensure they reflect our local objectives and where necessary, more ambitious targets will be set locally to reflect the priorities assigned to work with children and young people in Tower Hamlets.
- 4.6 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.
- 4.7 Of the EPQA areas inspected in 2006, Substance Misuse and Remand management, we achieved a rating of 3 and 2 respectively. In relation to the Substance Misuse area, the

London Regional Monitor commented as follows “The service provided by the YOT to young people with SM needs is of a very good level.” In respect of the Remand management area, the London regional monitor said, “The validation visit confirmed both the positive work already delivered by the YOT for young people on bail/remand as well as areas for development already identified by the team. The plan proposed by the YOT is quite detailed and consistent with the identified areas for further development.”

## 5. DELIVERY PLAN PROPOSALS FOR COMMENT

- 5.1 The most important section of the Youth Justice Plan is the Delivery Plan. This is required to provide an overview of:
- Performance in the previous year; and
  - How we will meet the KPI targets set by the YJB for 2007/08 (Revisions to the targets are awaited).

Underpinning the Delivery Plan is a detailed action plan setting out the activities the partnership will undertake under each of the 16 YJB themes.

- 5.2 The draft Delivery Plan and action plan, (**last year’s Delivery Plan is attached at Appendix A as an example, with initial comments on the first nine months performance report in bold italics**) is to be developed by the YOT Management Board in consultation with internal and external partners and stakeholders. Officers will develop the plan in the light of comments before submission to Full Council in February 2007. In addition, we continue working on the Race Audit Action Plan, which will set out activities to meet the new YJB objective to reduce disproportionate representation of certain ethnic groups in the youth justice system. We have established a multi-agency Race Audit Action Group which is currently analysing reports arising from the audit and advancing the action plan which we are required to submit with the Youth Justice Plan.
- 5.3 Under each theme, Cabinet is requested to consider whether the proposed activities reflect the partnership’s priorities for tackling youth offending.

## 6. OVERVIEW OF RESOURCING

- 6.1 It is currently anticipated that all the delivery plan proposals listed above will be catered for within the 2007/08 budget, which is anticipated to grow slightly with inflation from the 2006/7 budget. However, actions may be proposed that require funding from Partnership contributions, Stronger Communities Fund (SSCF), Borough Command Unit Fund (BCU), Neighbourhood Renewal Fund, or other grant streams.

6.2 The 2006/07 budget for the YOT consisted of the following:

▪ Police	£100,378
▪ Probation	£40,080
▪ Social Services	£298,771
▪ Education	£93,,705
▪ Health	£59,125
▪ Local Authority - Chief Executive's Directorate	£493,000
▪ City of London	£9,000
▪ Youth Justice Board	£480,289
▪ Resettlement and Aftercare Programme	£172,928
▪ SSCF	£100,000
▪ NRF LAP YIP	£200,000
▪ TOTAL:	£2,047,276.

## **7. TIMETABLE FOR SUBMISSION OF THE YOUTH JUSTICE PLAN**

7.1 The YJB last year brought forward the timescale for the submission of this statutory plan to align it with the Children's and Young People's Plan and the Annual Performance Assessment. The revised timetable means that only three-quarters of performance information will be available to inform planning.

7.2 The submission timetable aims to secure full Council agreement of the draft plan in time to incorporate any agreed additions or amendments before the YJB deadline for submission at the end of April 2007.

## **8. COMMENTS OF THE CHIEF FINANCIAL OFFICER**

8.1 The Youth Justice Plan detailed in this report is to be funded from a number of sources such as central government grants and funding from partners. In 2006/7 the Council's contribution came from a number of Directorate's including Chief Executive's; Social Services and Education From 2007/2008 the entire Council contribution will be contained within the Children's services Directorate, following the integration of the Education and Children's Social Care budgets and the inclusion of the Youth Offending Team budget, previously managed by the Chief Executives Directorate.

8.2 All funding sources are cash limited. The Service must ensure that all funding streams are fully and correctly utilised in achieving the Plan.

## **9. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (Legal)**

9.1 Pursuant to Section 40 of the Crime and Disorder Act 1998 the Council is required to submit the Youth Justice Plan to The Youth Justice Board for England and Wales on an annual basis. The plan is prepared in accordance with a template provided by the



- 9.2 Youth Justice Board and is prepared in partnership with the Police, Probation and Health Service. This report is asking Cabinet to consider, comment and endorse the draft Youth Justice Plan for 2007/2008 and also asks for Cabinet to recommend the plan to Full Council.
- 9.3 Under Article 4 of the Council's Constitution the plan is a Policy Framework document and subject to the procedure set out in the Budget and Policy Framework Procedure Rules. It is for the Cabinet to take account of the responses to consultation, including any response from the Overview and Scrutiny Committee and to submit recommendations to Council.

## **10. ANTI-POVERTY**

- 10.1 Evidence shows that young people from impoverished backgrounds are more likely to be both victims and perpetrators of youth justice. By ensuring effective partnership working between agencies to provide a holistic response to young people at risk, the Youth Justice Plan seeks to address that discrepancy.

## **11. EQUAL OPPORTUNITY IMPLICATIONS**

- 11.1 The Youth Justice Board recognises that nationally, black and minority ethnic (BME) children and young people continue to be disproportionately represented throughout the youth justice system. The YOT has undertaken a full Race Audit to identify differences between the YOT cohort and the youth demographic of the Borough. This has identified over-representation by certain groups. A Race Audit Action Group has been set up to respond to this and this work has been incorporated into the attached draft 2006/07 Delivery Plan. An amended in-depth report on key issues arising from the audit, commissioned from Social Information Systems Ltd, who amalgamated all Race Audits into a national paper on behalf of the YJB, will be appended to the Youth Justice Plan 2007-8.
- 11.2 An Equalities Impact Assessment of the Crime and Drugs Reduction Partnership Strategy was undertaken in 2006 which identified a number of activities to be undertaken by the YOT including:
- Production of a standard protocol to ensure appropriate race equality policies are in place when working in partnership with external organisations
  - Provision of gender appropriate support packages to truly reflect the offending rate of each gender group. With regard to this requirement, the YOT provides group work and one-to-one programmes using support packages such as "Pathways" (Cognitive behavioural programme), "Teen-Talk" and the Violent Offender Programme, which cater to the requirements of both genders and which can be adapted for gender specific group or one-to-one sessions. A male only group of young offenders has completed a 12 week "Pathways" programme. Gender specific work is also delivered on a one-to-one basis, especially with female young offenders who often require work which is personalised to their individual requirements. Prevention work delivered by the YISP Team via

- programmes such as the ongoing Health Defence programme, “Green Visions”, which comprises both a taster programme and a full 4 session programme, and PAYP school holiday activities cater for both sexes, with gender specific activities for the young people where appropriate. A 5 session “Staying Cool” violent offender programme for girls will run in a local school in January 2007.

## **12. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

- 12.1 The Youth Justice Plan is not anticipated to have major implications in this area. However, community reparation schemes contribute to partnership work on the environment, including the “Re-Cycle” scheme which receives unclaimed stolen bicycles from the Tower Hamlets Police Service and old or unwanted bicycles from the community, repairing and rebuilding them for shipping to Health and Charity workers in Africa, and to children’s projects in the Borough. Several schemes involve offenders in work on community farms and in cleaning, clearing and replanting neglected or disused parts of the Borough.

## **13. RISK MANAGEMENT IMPLICATIONS**

- 13.1 A number of risks to the delivery of the 2007/08 Youth Justice Plan have been identified, including loss of funding and failure to meet targets. As such, a risk analysis is to be undertaken on each action contained within the action plan.

## **14 EFFICIENCY STATEMENT**

- 14.1 The process of developing the YJ Plan has included reviewing the current allocation of resources across the Crime Reduction Partnership and Children’s Services to tackle youth crime. This has identified scope for streamlining and coordination which will result in more effective and efficient services. Example of how this has been included in the Delivery Plan include the proposal for a single parenting charter for the partnership and the alignment of assessment and referral processes, both of which avoid duplication and have the potential to deliver economies of scale.

### **The following documents are attached:**

- **Appendix A Draft YJ Plan 2007/08: Delivery Plan**
- **Appendix B: Inspection recommendations**

# **DELIVERY PLAN**

## PREVENT OFFENDING

### Overview

*The number of First Time Entrants in the first nine months of 2006/07 saw a sharp rise of 16.59% compared to the first nine months of 2005 – 2006. The number of first time entrants in the period was 253, which was 25.87% more than the 2006/07 three-quarter year adjusted target of 201.*

*The multi-agency Youth Inclusion and Support Panel, oversees this work with young people aged between 8 and 16 years who are identified as being at risk of offending, but who have not yet entered the formal youth justice system, and who are engaged voluntarily. So far this year the YISP has identified and offered help to 261 young people, compared to 117 in the full reporting year 2005-6, they were referred to the Panel from a range of sources including Children's Services, Police, the ASB Control team, Schools, The Social Inclusion Panel, third sector agencies and self-referrals by parents. Of those referred, 99 declined to engage in the service, and to date only 2 have offended while receiving YISP support. The YISP has developed its capacity to work with young people at risk, especially those involved in ASB and those young people receiving reprimands (the YOT is not required to take any action in respect of those reprimanded, we do so of our own volition). The YISP will continue to work closely alongside the youth service, education, and third sector providers, on the wider preventative agenda.*

*A key development for next year is to be the introduction of a further Youth Inclusion Panel, which will work with at least the 50 most at risk young people in its paired LAP area. We established two YIPs as planned last year and they received funds of £62,692 from the YJB Prevention grant, and match funding from their paired LAP areas. We have delivered the YIPs through the youth service as part of local multi-agency teams, ensuring 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, under the Governments "Respect" agenda and we set out how we will use the YJB prevention grant to support that work under the parenting theme.*

Currently the YOT youth work resource is made up of one Senior Youth Worker, who sits within the Diversion Team. The main focus of youth work has, with the advent of the YISP, become solely targeted at early intervention and prevention, for children and young people at risk of offending and who are **not involved** in the YJS.

In 2007-8 we propose to reinforce YOT Youth work, enabling the team to undertake 1:1 Youth Work programmes incorporating and promoting "Every Child Matters" outcomes for young people already involved in the Youth Justice System. We hope to have the capacity to assess, develop and attach individual Youth Work Action Plans (YWAPs) at the Pre-Sentence Report stage, to strengthen community penalty proposals to the courts, thus helping to reduce custodial sentences.

Increased youth work resource will allow us to attach YWAPs to existing statutory orders, in order to reduce offending, and serve as a transition support plan for those being released from custody and ending statutory interventions.

A profile of first time offenders and offences is to be produced for analysis by the YOT Management Board

The Head of Youth Offending Services will work with partners to develop a strategy for linking and cross-referencing case work across services, including youth service programmes, parenting, schools, housing, police, and health for the Staying Safe sub group of the CYPP

## Performance against KPI

	06/07 Target	06/07 ¾ Year Adjusted Target	06/07 ¾ Year Actual	06/07 ¾ Year Variation from Target
Number of first time entrants into the youth justice system	2% reduction on 05/06 performance = 267	201	253	25.87%

## INTERVENE EARLY

### Overview

*The KPI has been revised to measure only Final Warnings for young people whose Asset score is 12 or more. The target has been raised from 80% to 95% of final warnings for the specified group to be supported by an intervention programme. The target was exceeded in the first nine months of 2006/07. The 96.5% performance represents a major improvement in performance compared to 2005/6, when it stood at 77% for the same period.*

*YISP and YIP workloads and case numbers are not subject to a KPI. However we have produced a table below which shows the numbers of young people supported by the YISP and YIP teams in the first nine months of 2006/07. (In the case of the YIP team, engagement began in July 2006).*

This year has been a growth period for the YISP. The upper age limit was extended to 16 with the aim of supporting children and young people on Acceptable Behaviour Contracts including Police Reprimands. The staff team was increased, with two additional Inclusion Support Officers with a specific remit to work with young people on ABCs aged 14 and above. The growth was supported by Safer Stronger Communities Fund. The YISP was also funded by Children's Fund, Positive Activities for Young People and Jack Petchey Foundation.

Interventions and support offered to children and young people had a particular focus on the Every Child Matters Outcomes. In addition, a number of targeted activities were developed to support the LAA targets, which included reducing violent crime and criminal damage, as well as anti-social-social behaviour. Programmes such "Health Defence" and "Staying Cool" violence prevention programmes, "Green Vision" Environment Project, the Good Citizen's Programme, and "Understanding Antisocial Behaviour" workshops enabled us to offer young people a range of constructive opportunities.

A total of 161 children and young people were supported between April 2006 – Dec 2006.

**Issues for 2007-8** The Children's Fund funding stream is due to end in March 2008. The funding stream enabled the YISP to provide support to children and young people aged eight to 13. Therefore, strategies to sustain availability of such support will need to be put in place for the YISP.

As part of the localisation agenda, we will strengthen links with Registered Social Landlords and Safer Neighbourhood Teams, so that children and young people can be identified for support at the earliest opportunity when concerns are raised within the community and we aim to increase the take up of services by young people receiving Police Reprimands, despite there being no statutory requirement for us to do so.

The YOT's performance in delivering interventions with final warnings has significantly improved and the highest EPQA rating for this area of work demonstrates that we have good arrangements in place. All warnings are delivered at the YOT premises by officers fully trained to deliver restorative warnings. The YOT police review of the final warning process has clearly been key to raised performance.

The Crime and Disorder Reduction 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. The availability of parenting support is now 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. We will increase use of the Individual Support Orders and parenting interventions. The ASBCU and police are to adopt the good practice in South Wales of issuing a warning letter to parents of young people whose behaviour is of concern in the first instance, before considering an ABC, the letter will include a leaflet on the parenting support programmes available. YIP outcomes are to be reported to the Living Safely CPAG.

**Performance against KPI:**

	<b>06/07 ¾ Year Actual</b>	<b>06/07 ¾ Year %</b>	<b>06/07 Target</b>	<b>EPQA 2003 rating</b>	<b>EPQA 2005 result</b>
<b>Final Warnings supported by an intervention</b>	<b>28</b>	<b>96.55%</b>	<b>95%</b>	<b>2</b>	<b>3</b>

<b>YISP Team April – Dec 2006</b>	<b>No. young people</b>
<b>Young people identified and targeted for support April 2006- Dec 2006</b>	<b>260</b>
<b>Young People who declined to access the service April 2006- Dec 2006</b>	<b>99</b>
<b>Young people supported between April 2006- Dec 2006</b>	<b>161</b>
<b>Source of Referral of young people who were supported</b>	
<b>Young people supported who were on Acceptable behaviour Contracts</b>	<b>34</b>
<b>Young people who were issued with Police Reprimands</b>	<b>60</b>
<b>Young people identified by Education’s Social Inclusion Panel and other partner agencies and self referrals</b>	<b>67</b>
<b>Young people who went on to offend whilst being supported 2006- Dec 2006</b>	<b>2</b>

<b>YIP Team Apr - Dec 2006</b>	<b>3/4 year 06/07</b>
<b>Number of young people supported by the YIP team</b>	<b>120</b>



## PROVIDE INTENSIVE COMMUNITY SUPERVISION

### Overview

*A sample of the Prevent and Deter tactical group taken on 31<sup>st</sup> December 2006 is shown below. All but one of the groups had an initial Asset score of 17 or more. The data indicates that the White, Black and Mixed ethnic groups are disproportionately represented in the group. The White ethnic group comprises 34.4% of the PPO group, compared to 26.1 % of the 10 – 17 year old population. The Black ethnic group comprises 20.6% of the group, compared to 7.6% of the 10 – 17 year old population. The Mixed ethnic group comprises 10.3% of the group, compared to 3.6% of the 10 -17 year old population. In contrast, the Asian ethnic group makes up only 34.4% of the group, compared to its 60.5% proportion of the 10 – 17 year old population.*

*The ISSP data demonstrates the increase by the YOT in the use of this service in the first nine months of 2006/07. The number of ISSPs ending in breaches in the period demonstrates the YOT's robust practice in the area of community penalty enforcement.*

*The ISSP recidivism data is for the latest period for which full 2 year re-offending rates are currently available. Use of ISSP in the period was substantially less than at present, and this is reflected in the low numbers of ISSP penalties given to offenders in the 2002 and 2003 cohorts. Since the numbers are low, it is difficult to generalise about the re-offending behaviour of the offenders in the cohorts. The data shows that of the 2002 cohort of 3 young people, only 1 re-offended within two years, and that of the 2003 cohort of 5 young people, 3 re-offended within two years. The table also shows whether the re-offending was at the same level of seriousness or more serious, and whether the re-offending was at the same frequency as prior to the ISSP sentence, or more frequent.*

The Prevent and Deter (P&D) tactical group 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. It is chaired jointly by the YOT Manager and Detective Chief Inspector (Intelligence and Operations)

We aim to develop a multi-agency action plan for every young offender on the Prevent and Deter list and ensure added value through the P&D tactical group to existing YOT interventions for that client group

We will 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. 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 has been reviewed, and the written presentation of bail ISSP proposals to the Courts has been agreed and is in place.

The consortium has reviewed its arrangements with YAP UK as ISSP provider against guidance, which has been issued by the Youth Justice Board, in preparation for the service from April 2007. ISSP is expected to become a formal sentence of the Courts in 2007, following the successful pilot period and arrangements will be made to cope with the increased demand for places on the scheme that this will produce.

The YOT will also ensure that the ISSP provider is fully engaged in the Prevent and Deter Tactical Group.

Our initiative to ensure that information on all young people made subject to ISSP is passed to the Police Prolific and Priority Offender office, for dissemination to Police Safer Neighbourhood Teams is to be fully realised this year, bringing increased surveillance to this group of offenders. Subsequent Police contacts with the young people are to be reported to the YOT.

#### Prolific and Priority Offender Data

% of 10 – 17 year old population figures are from the 2001 Census

Number of cases	Ethnicity %				Age %						Gender %	
	White	Asian or Asian British	Black or Black British	Mixed	14	15	16	17	18	19	Male	Female
29	34.4	34.4	20.6	10.3	6.8	0	24.1	48.2	17.2	3.4	100	0

Number of PPO cases	Age %						Gender %	
	14	15	16	17	18	19	Male	Female
29	6.80%	0%	24.10%	48.20%	17.20%	3.40%	100%	0

#### Intensive Supervision and Surveillance Data

Starting, Ending, Breached

ISSPs 3/4 Year 2006/07	Number Starting	Number Ending	Number Ending in Breach
	22	12	6

#### ISSP Recidivism

ISSP Re-offending after 24 months	No. in cohort	No. re-offending	No. re-offending with less seriousness	No. re-offending with same or greater seriousness	No. re-offending less frequently	No. re-offending as frequently or more frequently

Oct - Dec 2002 Cohort	3	1	0	1	1	0
Oct - Dec 2003 Cohort	5	3	1	2	2	1

## REDUCE RE-OFFENDING

### Overview Updated figures not available until full year figures are completed

We achieved reduced re-offending in three of the four recidivism categories in 2005/6 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 years (2006-7) actions in respect of increasing the quality and quantity of restorative justice interventions to bring home to young people the impact of their actions; increasing Police resources for the Prevent and Deter group (2 researchers have joined the unit, one PC has been assigned to the scheme and a dedicated advocate is in place); establishing a protocol for improved Police response to YOT notification of arrestable matters and arranging for SNTs to provide surveillance to offenders on ISSP.

A multi-faceted approach was adopted in 2006/07 to reduce re-offending - improvement in restorative justice interventions, an extended and varied group work programme was made available throughout the year. and the use of evidence based practice work with individual offenders. All of these actions are to continue in 2007/8 and are to be rigorously monitored.

We will continue to develop the use of evidence-based practice work with individual offenders including "Pathways" and "Teentalk" (cognitive / behavioural programme) supervisory programmes.

Staff are trained in the Violent Offender Programme for use individually or in groups, three group-work programmes are to be run in the coming year.

SNT's are to report their contacts with offenders on ISSP to the YOT

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.

A promotional campaign aimed at informing young people about the penalties for commission of robbery is to be created by the Reparation Co-ordinator and young people, we will explore the possibility of a peer awareness raising programme, this

could include communication campaigns with the mosques and other faith groups, LAP areas, schools, and Better Tower Hamlets Teams

We propose to increase youth work within the YOT. This would address the gap in provision for those already in the Youth Justice System and ensure that every offender has access to effective youth work intervention from point of contact, and support in accessing mainstream youth service provision post YOT intervention.

The aims would be:

1. To engage young people in to mainstream youth work activities to reduce the risk of offending or re-offending by providing opportunities that will encourage positive lifestyles and the constructive use of leisure time.
2. Undertake 1:1 youth work programmes incorporating and promoting “Every Child Matters” outcomes for young people already involved in the youth justice system.
3. Assess, develop and attach individual Youth Work Action Plans (YWAP) at PSR stage, to strengthen Community penalty and supervisory proposals to the Courts, thus helping to reduce custodial sentences
4. Assess, develop and attach individual YWAPs to existing statutory orders to reduce re- offending and serve as a transition support plan for those being released from custody and ending statutory intervention
5. Deliver accredited youth work programmes to provide a range of foundation and level 1 opportunities for structured learning within an informal setting, aimed at facilitating transfer into mainstream community based learning.
6. Provide targeted work in the community with offenders and their peers where it is assessed that the underlying risk factor for offending behaviour is strongly connected to peer group and neighbourhood factors
7. In conjunction with Safer Neighbourhood teams, develop and deliver short-term projects in neighbourhoods with a high concentration of young offenders residing in an area/estate or those designated Youth Crime hot spots.

At the YOT Away- day in January 2007, proposals were made for work in respect of Teenage antisocial behaviour, young women’s work and in particular respect to the offence of Robbery. Working groups will take the proposals through to delivery in 2007.

**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

**REDUCE THE USE OF CUSTODY**

**Overview:**

*The three-quarter year actual percentage for Secure Remands shows an improvement on the figure of 51.28% in the same period in the previous year. The three-quarter year actual percentage for Custodial Sentences compares to 7.33% in the same period last year, an increase which reflects national trends in custodial sentencing.*

Actions completed from last year’s YJ Plan include the review and refinement of the bail support scheme and targeting it at the most vulnerable groups; a spot purchasing arrangement for remand fostering was made as a temporary measure to reduce remands in custody and provide appropriate accommodation; a system is in place to undertake a management review of all cases where a custodial sentence is imposed; magistrates were consulted in relation to specific aspects e.g. ISSP assessment.

Actions to reduce the use of custody in 2007/8 will include;

Funding being made available from the YOT budget for a one year post to further review practice and implement change in respect of bail support in a more systemic way

We will establish remand fostering provision in partnership with Children’s Services Social Care division.

A draft review of the remand management scheme is to be presented to magistrates by June 200707

The National Standards for bail supervision have been met, and the percentage of custodial remands has decreased from the 2005/06 level of 51.2% which means we achieve an amber rating. A more moderate increase in the percentage of custodial sentences (8.8% from 7.3%) means that we have not met the target, but also score amber. 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. Caseworkers have continued to use “Pathways” and “Teentalk”, and progress has been made in embedding “Pathways” group-work into practice. In 2006/07 we aimed 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. All this work is ongoing for 2007/8. 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)**

	06/07 ¾ Year Actual	06/07 ¾ Year Actual %	06/07 Target %	07/08 Target %
Secure Remands	40	44.94%	30%	30%

**Data: Proportion of Custodial Sentences against all sentences**

	06/07 ¾ Year Actual	06/07 ¾ Year Actual %	06/07 Target %	07/08 Target %
Custodial Sentences	38	8.76%	5%	5%

**ENSURE THE SWIFT ADMINISTRATION OF JUSTICE**

**Overview**

*Performance in respect of Pre-Sentence reports for the PYO group improved significantly to 71.88% of reports delivered within National Standards timescales, compared to 59.38% in the same period in the previous year. Reports for the general population showed a small decrease from 84.09% to 81.36% when comparing the two periods.*

*Although the performance in delivering timely pre-sentence reports does not yet achieve the target, improvement noted in last years Plan has continued, with overall performance rising from 76% to 83%. The underperformance on PYO reports was reported as a real concern in last years plan, and as the young people in the Persistent Offender category are notoriously more difficult to engage than those in the general population of offenders this improvement is worthy of note.*

*The Court Team Manager is actively engaged in the multi agency (Police, Court, CPS, YOT) “Tracker meeting” which focuses on improved performance towards achieving the target, and the Head of Youth Offending Services attends the Borough Criminal Justice Group.*

Actions in last year’s 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 was introduced and benchmarking with high performing YOT’s in respect of this measure including Croydon, Islington, and Kensington & Chelsea YOTs. Lessons have been absorbed into practice

A new Breach Procedure was agreed with Thames Youth Court. for a maximum 10 day wait for listing from application and 24 hrs for PYO’s arrested on breach. The YOT introduced a new admin procedure to ensure delivery and monitor efficacy.

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.

**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: 06/07 actual and % against target	06/07 ¾ Year Actual	06/07 ¾ Year Actual %	06/07 Target %	07/08 Target %
Pre-Sentence Reports for PYOs within target	26	71.88%	90%	90%
Pre-Sentence Reports for general population within target	50	81.36%	90%	90%
All Pre-Sentence Reports within target	76	83.52%	90%	90%

**ENFORCEMENT AND ENABLING COMPLIANCE**

**Overview: An audit of compliance and enforcement will be held in January 2007.**

*This was to be a new theme and KPI for 2006/07. However, guidance from the YJB on the requirements for YOTs was received late in 2006. Operational YOT managers are currently working on the implementation on the guidance, and a review will be undertaken before April 2007.*

*Data for 2005/6 revealed 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%. Upon analysis of the data, it was clear that caseworkers were not always seeking the approval of Operational Team Managers to deviate from National Standards in deciding not to breach orders, which is a requirement of National Standards. Action has been taken to ensure that correct procedure is followed.*

We aim to improve our performance relating to compliance, including the timeliness of breach action. However, breach rates for ISSP (above) at 23% indicate that a robust approach towards enforcement is already built into practice for the group of offenders most vulnerable to custodial sentences. In 2006 a letter was received by the Head of Youth Offending Services from a District Judge sitting at Thames Youth Court commending the team's integrity in providing information to the Courts, and indicating that he felt confident in accepting our proposals to the court for community penalties as a result.

We have reviewed 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 implemented recommendations arising from the analysis of breaches undertaken as part of the race audit, in order to address potential discriminatory practice in respect of race.

Through the Prevent and Deter initiative, we have engaged the resources of Safer Neighbourhood Police teams to provide additional enforcement and surveillance for persistent offenders, and all young people on ISSPs and ASBOs are referred to the local teams in order to support enforcement.

Feedback from the SNT's to YOT case-managers, and monitoring of performance in that respect, is to be established in 2007 and will be reported to the YOT Management Board.

## ENSURE EFFECTIVE AND RIGOROUS ASSESSMENT

### Overview

*All areas are on target for green indicators apart from "Initial Training plans" which however, maintained performance in the third quarter of the reporting period compared to that achieved in the second quarter of this year, despite a significant increase in the number of DTO sentences.*

*Asset completion rates show that all targets have been met.*

We have demonstrated continuous improvement in our performance against this KPI since 2004, resulting this year in green indicators for all five KPIs, and 100% performance in three. The quality of ASSET Reviews and Initial Supervisory Plans has improved and is 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 (the DTO KPI in the performance table above), there has been a significant improvement from the 61.9% performance in 2004/05 and although the 72.7 % figure represents slippage from last years 77.4% achievement; this must be set against the enormous strain on the custodial regime, well documented elsewhere in this plan, and the resultant inability to facilitate our performance in holding initial planning meetings in secure establishments. We are nonetheless able to demonstrate a constant improvement in this area since 2002.

Our agreement of protocols with the secure estate for drawing up initial training plans within National Standards will hopefully further improve our performance in 2007/08, but there is clearly a risk to this prediction, which is beyond our control.

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.

The EPQA Substance Misuse improvement plan is ongoing even though our rating was the highest possible, at 3. The Asset completion rate is monitored by Operational Managers via regular supervision with case- workers.

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

Community Disposals	06/07 ¾ Year Actual	06/07 ¾ Year Actual %	06/07 Target %	07/08 Target %	EPQA: 03 rating	EPQA: 05 result
Start Asset Completed	237	93.68%	95%	95%	2	3 (to be confirmed)
Closing Asset Completed	221	93.25%	95%	95%		

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

Custodial Sentences	06/07 ¾ Year Actual	06/07 ¾ Year Actual %	06/07 Target %	07/08 Target %	EPQA: 03 rating	EPQA: 05 result
Start Asset Completed	38	100%	95%	95%		
Transfer Asset Completed	24	96%	95%	95%		
Closing Asset Completed	21	95.45%	95%	95%		

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

	06/07 ¾ Year Actual	06/07 ¾ Year Actual %	06/07 Target %	07/08 Target %	EPQA: 03 rating	EPQA: 05 result

Initial Training Plans Completed within target	24	72.73%	95%	95%		
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**SUPPORT YOUNG PEOPLE ENGAGING IN EDUCATION TRAINING AND EMPLOYMENT**

**Overview**

*This is a revised KPI with a more precise measurement of the amount of ETE accessed by a young person. The measure applies weighting to the number of school age children, so the figure quoted in the table can vary from the actual numbers of young people accessing ETE. The figures quoted are for the first nine months of 2006/7. The number of interventions ending in the period was 266, of which 33 young people were attending the PRU at conclusion.*

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 shown a dip, however it is expected that the inclusion of the YOT into integrated Children’s Services will guarantee improvement in this position. Full time education for offenders at the PRU has already been agreed, and provision is in place

Progress has been made against all the actions contained in last year’s Youth Justice Plan. The protocol between the YOT and schools is place, however both PSR authors and Referral Order Panellists report difficulties in obtaining information from Schools regarding attendance and performance on individuals in the short timescales allowed for Court or Panel sittings, and this is to be improved.

A new programme for offenders in custody longer than a week along the lines of New Start is to be planned and costed, involving assertive outreach to custodial establishments, for ETE, mentoring, and housing support services.

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 was 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 and YJB Inset motivational interviews has been 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.

The YOT Connexions worker has strong links with New Start, and they meet on a monthly basis to discuss referrals, there are also strong links with LSC training providers. The YOT Education Worker attends various meetings that focus on skills development training.

A further Connexions worker is now seconded part time to YOT, though not all young people on the Prevent and Deter list receive the service, and this position must be improved.

**Performance against KPI**

	06/07 ¾ Year Actual (Adjusted for weighting)	06/07 ¾ Year Actual %	06/07 Target %	07/08 Target %	EPQA: 03 rating	EPQA: 05 result
Offenders	161.5	65.65%	90%	90%	1	3

**SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION**

**Overview:**

*The number of young people in suitable accommodation at the conclusion of their order is at its highest in both numerical and percentage terms for the first nine months of 2006/07, compared to any other previous nine monthly period since January 2003.*

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, and our performance now meets the new 95%% target.

Access to two places in a hostel commissioned via the housing department's "Supporting People" strategy was established in the past year, and provides an invaluable local resource. The support needs of those placed has been reviewed, and negotiations are underway to increase the YOT allocation of two beds

Plans are in place for the provision of remand fostering and interim spot purchase arrangements are in place. The YOT has access to the YJB pilot London wide Intensive fostering service. A protocol is to be finalised 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.

A meeting with HPU and YOT accommodation Officer was held to discuss the pledge to abolish Bed and Breakfast placements for young offenders. Further discussion is scheduled. The YOT is to explore the possibility of commissioning 'Broad Options' by Access to Resources Team/HPU as brokers of supported lodgings remand placements.

**Performance against KPI**

A named accommodation officer is in place	06/07 ¾ Year Actual	06/07 ¾ Year Actual %	06/07 Target %	07/08 Target %
Young people in suitable accommodation	238	95.2%	95%	95%

**SUPPORT ACCESS TO MENTAL HEALTH SERVICES**

**Overview**

*There was one acute case in the first nine months of 2006/07; typically there might be only one or two such cases in a whole year. The number of Non-Acute cases (32) compares to 30 in same period in 2005/06, and 39 in total for the whole of 2005/06.*

*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 2007/08 we shall continue to work with CAMHS to maintain this excellent performance in relation to timescales for assessment.*

*Training in mental health awareness has been delivered by the YOT Forensic Adolescent Community Psychiatric nurse and the senior nurse in CAMHS. A rolling programme will commence in 2007. The CAMHS Foundation course is also available.*

*The YOT nurse maintains links with specialist forensic services to ensure a breadth of mental health resources are available to YOT service users, and will deliver training within the CAMHS service to ensure continued ease of take-up of CAMHS services for YOT clients.*

*CAMHS are to develop a system of recording YOT mental health practitioners work.*

*The YOT nurse provides specialist risk assessments to the Court to ensure clients' needs are understood and supported at the point of sentencing.*

*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.*

*The EPQA process highlighted areas for qualitative improvement and the improvement plan had been implemented ahead of schedule 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 2007/08.*

*The Primary Care Trust has identified resources 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

	06/07 <sup>3</sup> / <sub>4</sub> Year Actual	06/07 <sup>3</sup> / <sub>4</sub> Year Actual %	06/07 Target %	07/08 Target %
Acute cases	1	100%	95%	95%
Non-acute cases	32	100%	95%	95%

**SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES**

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

*The number of young people screened for substance misuse was 254 compared to 220 in the same period in 2005/06 and is the highest number of young people ever screened by the YOT in a nine monthly period. The 62 young people who, as a result of screening by the YOT, were identified as requiring Tier 2, 3, or 4 treatment is also historically the highest number of such young people in a nine monthly period since April 2005.*

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 2007/078 we shall continue to develop and maintain strong links between the YOT and this service and embed practice arising from working with this new provider.

RAP volunteer mentor training, is established, with mentors available and deployed.

Family group conferences have not taken place as expected and this aspect of RAP provision has been reviewed although the provision of the service in future has not yet been decided.

Although there have only been a small number of cases where named accommodation has not been available to young people on release from custody we aim to eradicate this problem altogether.

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 complete, and actions for improving ASSET completions (see Assessment Delivery Plan above) have helped 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.

Establish and maintain strong links between the YOT and the newly established Life Line young person's substance misuse service

A wizard is regularly run on the YOT database to ensure that all eligible and suitable young people have been referred.

### **Performance against KPI**

	<b>06/07 ¾ Year Actual</b>	<b>06/07 ¾ Year Actual %</b>	<b>06/07 Target %</b>	<b>07/08 Target %</b>
<b>Screening (number of start Assets completed)</b>	<b>254</b>	<b>96.58%</b>	<b>95% (not KPI)</b>	<b>95%</b>
<b>Specialist Assessment within 5 days</b>	<b>62</b>	<b>100%</b>	<b>90%</b>	<b>90%</b>
<b>Early Access to Intervention within 10 days</b>	<b>63</b>	<b>98.44%</b>	<b>90%</b>	<b>90%</b>

## SUPPORT RESETTLEMENT INTO THE COMMUNITY

### Overview

*Ensuring effective assessment through the custodial sentence, in order that needs can be met in a dynamic way, is key to delivering on this objective. Performance against the completion rates for assessment (via Asset) of those in custody was strong, with 100% completion achieved for all stages. Although performance against Detention and Training Order (DTO) Planning KPI improved from 61% in 2004-5 to 74% in 2005/6, slippage to 72.7% in the current period remains short of the 100% target*

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.

RAP volunteer mentors, supporting young offenders returning to the community, are now in place and others are currently undergoing training.

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

The YOT self assessment for this Effective Practice Quality Assurance was level 3, the highest grade, this is expected to receive YJB approval following their visit in October 2006

We have implemented YJB National Guidance for RAP schemes

We screen all young people in custody for suitability for RAP services

The RAP coordinator regularly runs a wizard on the database to identify any eligible young people for RAP both in or out of custody.

We continually develop RAP activities to maintain engagement of young people on the scheme.

The activities programme was rolled out this year including cooking, music, photography and, first aid.

We are developing an exit strategy for every young person on the Prevent and Deter list, a protocol has been submitted for group approval

RAP is to be re-structured this year, and it is likely that all mentoring/advocate work will be brought in house, thus bringing to an end our temporary contract with YAP UK and BLYDA for this work

### Performance against KPI

EPQA: 05 rating	2	EPQA: 07 target	<u>3</u>
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**PROVIDE EFFECTIVE RESTORATIVE JUSTICE SERVICES**

**Overview**

*The 127 victims who were offered the opportunity to engage in restorative justice processes represent the highest number of victims contacted by the YOT in one nine month period since April 2004, and this increased number reflects a steady growth in performance against this measure spanning several years. Although in percentage terms the target was achieved, the number of victims satisfied with the restorative justice services received is, in the first nine months of the year, numerically low, which reflects the difficulty of engaging victims in restorative justice work, and corresponds closely with previous performance for this measure over recent years. Work to engage victims has been developed with the appointment of a Restorative Justice co-ordinator, and performance against the KPI has improved to 97%, surpassing the 75% target. The proportion of victims who did engage and who were satisfied was 100% 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 has been implemented. New community reparation schemes are created each year, and we aim to link the work that young offenders undertake 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.

We have implemented and monitored the restorative justice improvement plan.

Linking reparation activities to community priorities through closer work with the safer neighbourhood's teams is ongoing

We ensure community reparation schemes are engaging and appropriate for young people The RJ Coordinator continues to identify new reparation schemes, the latest being with Marnier Primary School garden.

The RJ Coordinator needs to undertake more face- to- face victim-offender mediation, although this is improving and depends largely upon our ability to motivate and engage victims. Work continues with Tower Hamlets Victim Support and case- workers to further build on this area.

We are endeavouring to link community reparation to the offender's local area but this remains a longer- term target.

Increased publicity of schemes is intended. The Re-Cycle project is to feature in the local newspaper.

Of the current 13 Safer Schools Police Officers. 10 are trained in using RJ techniques. The remaining three await training as and when central courses become available. 37 Safer Neighbourhood Team officers and ASBCU staff were trained in RJ,



including one officer from each SNT. Many RJ conferences have taken place, including one involving 4 year ten boys from St Paul's Way school for robbery.

Police COP Leadership programme -3 courses have been completed, 3 are yet to run in January, February and March 2007. They include young people on ASBOs and ABCs

**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.**

	06/07 ¼ Year Actual	06/07 ¼ Year Actual %	06/07 Target %	07/08 Target %	EPQA: 04 rating	EPQA: 05 result
Victims offered opportunity	127	97.69%	75%	75%		
Victims satisfied	9	100%	75%	75%		

## SUPPORT PARENTING INTERVENTIONS

### Overview

*The first indicator measures parenting programmes that are linked to YOT interventions that ended in the first nine months of 2006/07. A lack of referrals in the second half of 2005/06 resulted in poor performance against the indicator. The second indicator measures the satisfaction of parents with parenting programmes that were completed in the first six months of 2006/07. The lack of completions in the period indicates the difficulties of delivering this service to the intended client group.*

In 2005/6 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 this 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 used 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

Court, and referrals are being closely monitored, with weekly reports to the Director of Children's Services and Head of Youth and Community Learning

Practitioner training in respect of parental assessments has taken place.

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.

YOT workers are required to assess all parents at ASSET stage and offer voluntary interventions or recommend parenting orders if necessary

A seconded parenting worker from Coram Family is now based in the YOT 3 days a week from January 2007

Children's services and YISP are exploring interventions with the siblings of offenders

We have investigated why family group conferences were not being completed and future provision for this work is to be agreed.

**Performance against KPI**

	06/07 ¼ Year Actual	06/07 ¼ Year Actual %	06/07 Target %	07/08 Target %	EPQA: 04 rating	EPQA: 05 result
Number of Interventions	2	0.77%	10%	10%	3	3
Satisfaction of participants	0	0%	75%	75%		

**ENSURE EQUAL TREATMENT REGARDLESS OF RACE**

**Overview:**

**A detailed analysis of the issues raised by the Audit was commissioned by the YOT, and delivered in 2006. The sub group will devise an action plan to address the issues by the submission of this document.**

As a result of the race audit conducted as part of the 2005/6 Youth Justice Plan, a multi agency race audit strategy group was 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, the Crown Prosecution Service, the Clerk to Thames Youth Court and YOT staff.

The race audit was run for 1<sup>st</sup> October 2003 to 30<sup>th</sup> Sept 2004, we have re run the data for the previous and subsequent years 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.

We will implement and monitor the action plan arising from the completed race audit through the established multi-agency race audit strategy group

A detailed report has been commissioned and completed on issues arising from the audit. Consideration of the report by the YOT MB sub group has been delayed, but will take place in 2007, and be reported back to the Management Board.

The YOT will devise a strategy for BME engagement in its work to engage improved community consultation and engagement  
A CEN representative is now part of the YOT MB

## APPENDIX B

Inspection recommendation	Action to date
1. Strengthened performance management	<ul style="list-style-type: none"> <li>▪ Quarterly performance reporting to YOT Management Board</li> <li>▪ YOT Management Board made formally accountable to LS CPAG</li> <li>▪ Strategic vision for the YOT agreed by Management Board</li> </ul>
2. Staff appraisal system put in place, appraisals of seconded staff done jointly	<ul style="list-style-type: none"> <li>▪ Completed with the exception of</li> <li>▪ Health (reviewing procedures)</li> </ul>
3. Quality of Asset, Reviews and Initial Supervisory Plans Improved	<ul style="list-style-type: none"> <li>▪ Completed and ongoing monitoring</li> </ul>
4. Risk of harm assessments conducted on relevant cases and reviewed	<ul style="list-style-type: none"> <li>▪ Completed and ongoing for new cases</li> </ul>

Inspection recommendation	Action to date
5. Risk register put in place for risk concern and risk aware cases	<ul style="list-style-type: none"> <li>▪ Risk register in place</li> </ul>
6. Actions from Race Equality Impact Assessment regularly reviewed	<ul style="list-style-type: none"> <li>▪ Race audit action group established with partners</li> </ul>
7. Individual and group interventions continue to be developed	<ul style="list-style-type: none"> <li>▪ Group-work programme established</li> </ul>
8. Victim and restorative justice work developed	<ul style="list-style-type: none"> <li>▪ Restorative Justice Improvement Plan in place. Quarterly meetings to monitor</li> </ul>
9. Community Punishment and Rehabilitation Orders protocol developed	<ul style="list-style-type: none"> <li>▪ No longer necessary as community reparation schemes have sufficient capacity.</li> </ul>
10. Contact maintained between seconded probation staff and their substantive service	<ul style="list-style-type: none"> <li>▪ Not applicable as Probation no longer seconds a member of staff to the YOT.</li> </ul>
11. Police pass information on final warnings and children and young people committing crime promptly to the YOT	<ul style="list-style-type: none"> <li>▪ Arrangements in place</li> <li>▪ Police Officers seconded to YOT administer final warnings;</li> </ul>
12. Increased support for the dyslexia worker is given by Education	<ul style="list-style-type: none"> <li>▪ The provision and funding of dyslexia support services to the YOT has been reviewed and clarified by the Education Authority.</li> </ul>