



Youth Justice Plan 2007 – 2008

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ASSESSMENT OF THE CHAIR OF THE STEERING GROUP

The past year has been one of significant challenge as Worcestershire & Herefordshire YOS consolidated organisational change whilst ensuring it remained fully involved with the integrated children's services agenda and continued to provide services of a high quality across two authorities. The YOS has achieved this and maintained and increased its performance – notably with regard to the YJB Key Performance Indicators, and its compliance with government National Standards – which is a credit to both the managers and staff within the Service.

The comprehensive review of the Leadership and Governance arrangements undertaken in 2006 and the subsequent action plan which we are currently implementing should continue to improve the effectiveness of the Management Board in providing a strategic lead for the Service, ensuring it fulfils its statutory duties and can demonstrate its important contribution to improved outcomes for young people. The challenge for the YOS set out in the Local Area Agreements of demonstrating reduced re-offending rates and a reduction in first time entrants into the criminal justice system is a challenging one, given the incompatible outcomes of the 'Offences Brought to Justice' initiative and these two targets, and significant work is required at both a strategic and operational level to support the Service in achieving these crucial aims in 2007/8 and onwards.

The YOS continues to be well supported by partner agencies through staff, cash and in-kind contributions despite the challenging funding environment locally. Partners have been instrumental in supporting infrastructure developments during the previous year including a new IT system supported by West Mercia Constabulary and office accommodation in North Worcestershire provided by Worcestershire County Council.

As a Management Board, during the last year, we have supported the part time secondment of the Head of Youth Offending Service (Andy McConnochie) to the YJB to take a lead role in revising the National Standards for Youth Justice and were pleased to see his secondment extended for a further 12 months on a full time basis. The Management Board looks forward to working with Keith Barham who has been appointed to cover this post from his previous position of Deputy Head of Service within the YOS.

As always, much remains to be achieved in the coming year. In addition to the focus on overall re-offending rates and tackling the increase in first time entrants arising from conflicting partnership policy, YOS partners need to work together to improve particular aspects of service delivery, namely improved access to appropriate ETE provision and an expansion in the parenting services offered to young people and their families (both at risk of offending and already in the youth justice system). Maintenance and growth of an effective preventative service will also be a significant challenge given the uncertainty over funding from April 2008 onwards, and the Management Board need to be proactive in addressing this issue as a priority. This, together with further improvements in performance with the aim of establishing the Service as a Level 4 YOS, and ensuring the Service plays a full and central role in the Children's Trust whilst maintaining its effective participation in the local criminal justice and community safety environment, will require a significant commitment from all partners, managers and staff.

In summary, the overall direction of travel for the YOS is very encouraging. The Board will continue to fight to ensure that the resources available to the YOS match the needs of the young people and wider community in Worcestershire and Herefordshire. The Management Board owes a debt of gratitude to all employees in the Service for their unstinting commitment and hard work with young people offending and at risk of offending in Worcestershire during the year.

A. SUMMARY

OVERVIEW

2006/7 has seen the YOS continue to develop steadily within the complex national, regional and local environment in which it is required to operate. An independent review of the fundamental re-organisation of the Services in 2005/6 has shown that this has been effective in achieving many of its core aims and this has provided the basis for the ongoing development of services in the last twelve months. The introduction of a Management Board action plan to continue the improvement of governance and leadership arrangements in 2007/8 will further enhance this improvement. The goal of enabling more focussed and effective delivery of high quality, targeted interventions to young people who offend remains a priority for the coming year. This, in conjunction with the ongoing development of effective prevention strategies, should make an important contribution to the reduction of youth crime in Worcestershire and Herefordshire in 2007/8.

This 2007/8 Youth Justice Plan has been produced in accordance with the YJB requirements. It outlines the main achievements of the YOS in 2006/7 and identifies the main objectives and associated targets and action plans for the coming year. The overall aim of the plan is to continue to improve the effectiveness, quality and efficiency of Worcestershire and Herefordshire Youth Offending Service and make a direct contribution to the reduction of youth crime and anti social behaviour across the two counties.

THE PERFORMANCE OF THE YOS IN 2006/7

In 2006/7 Worcestershire & Herefordshire YOS has achieved an overall rating of Level 3 (on a 5 point rating scale with 1 = unsatisfactory and 5 = excellent). The overall performance of the Service is based on the degree to which the YOS is meeting targets in 4 areas: (i) Performance against YJB Key Performance Indicators; (ii) Compliance with National Standards; (iii) Improvements in Quality of Service (as measured by EPQA Audits) and (iv) Levels of Re-Offending. The following table summarises performance across these areas in 2006/7:

OVERALL PERFORMANCE – LEVEL 3				
	W&H YOS	FAMILY	WEST MIDLANDS	NATIONAL
% Achievement against Targets	70%	70%	50%	49%
KPI OVERALL PERFORMANCE – LEVEL 3				
% Achievement against Targets	84%	88%	82%	81%
% Improvement in 2006/7	76%	51%	50%	45%
NATIONAL STANDARDS COMPLIANCE – LEVEL 4				
% Compliance	79%	79%	71%	73%
% Improvement in 2006/7	65%	55%	49%	51%
EPQA PERFORMANCE – LEVEL 1				
% Performance against targets	52%	67%	68%	67%
% Improvement in 2006/7	40%	37%	42%	47%
RE-OFFENDING PERFORMANCE – LEVEL 3				
% Performance against targets	84%	88%	82%	81%

(i) Performance against YJB KPIs – The YOS has shown year on year improvements against the Youth Justice Board key performance indicators and met 84% of its targets in 2006/7. The YOS is performing above both the regional and national average in this area and has also shown a significantly higher degree of improvement in the last 12 months compared to YOTs in its family, regionally and nationally.

The YOS is now hitting or performing above the YJB target in 14 of the 21 indicators – these include final warning practice, reduction in custodial sentences, victim and parental satisfaction, all assessment practice, pre sentence report writing, accessing suitable accommodation and the provision of acute CAMHS and substance misuse assessment and intervention services.

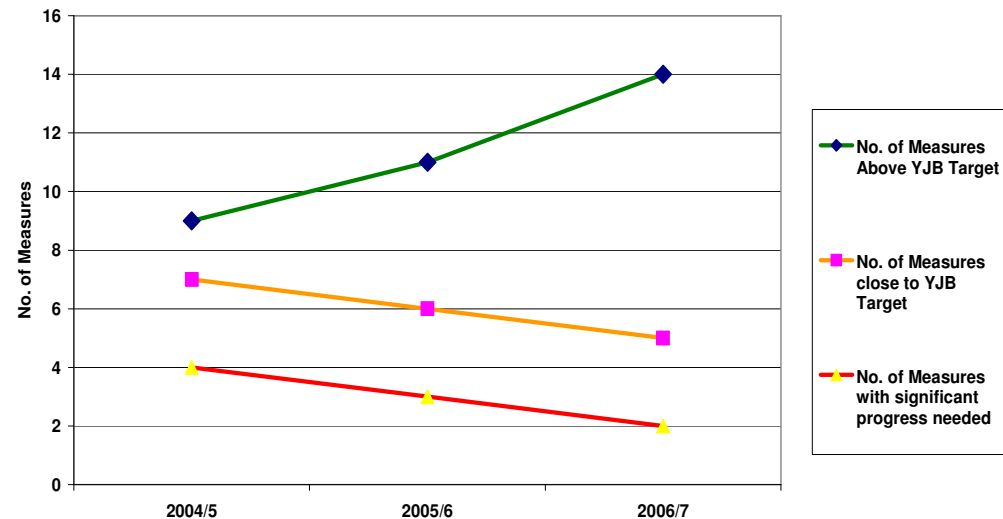
In addition to this, the YOS performance is close to the target in 5 areas (the proportion of custodial remands, the use of restorative processes, the level of parenting interventions, the time taken to hold a DTO planning meeting and non-acute CAMHS assessment).

There are now only two areas where the YOS needs to make significant progress to achieve the YJB target – this is in the reduction of first time entrants to the youth justice system (see below) and the proportion of young people in full time Education, Training and Employment. The first is a direct result of the ‘Offences brought to Justice’ initiative whilst the latter is a result of lack of appropriate ETE provision particularly for young people post 16. The Management Board is aware of the difficulties associated with both of these areas and has set stretch targets linked to these in the Local Area Agreements.

(ii) National Standards Compliance – The YOS has achieved a Level 4 rating in this area. The YOS is fully compliant in 14 of the 21 standards against which it is measured. The Service performs particularly well in relation to final warning practice, to the speed with which it has initial contact with young people when they start their orders, in its contact with young people either remanded in custody or on bail supervision programmes, in the time taken to produce a plan of work for the young person, in the speed with which it responds to missed appointments and in all aspects of its DTO practice.

In 2007/8 the YOS will focus on achieving further improvements in the overall level of contact with young people and in the speed with which it commences breach proceedings.

CHART SHOWING YOS PERFORMANCE AGAINST YJB KPIs 2004-2007



(iii) EPQA Performance – The YOS measures its programme to improve the quality of service delivery via its cycle of Effective Practice Quality Assurance Audits and Improvement Plans. The overall performance in this area requires further improvement and whilst the Service has shown a 40% improvement in its achievements in this area in the last 12 months, there is still a considerable amount to do to increase the overall rating. Initial audits have been completed in 2006/7 in the areas of Mental Health and Remand Management. An initial score of 1 in relation to mental health services shows there is progress to be made whilst an initial score of 2 for remand management shows that the quality of these services can be developed from a reasonable baseline. The aim is to improve the quality of service delivery in both these areas to achieve a score of 2 for mental health and 3 for remand management in the next twelve months. The YOS is implementing the improvement plans and re-auditing practice in these areas in 2007/8. The YOS will also receive final EPQA scores in relation to substance use and resettlement (both of which have an initial rating of 1) which will impact on the overall level in 2007/8.

The YOS has identified improvements in quality of service as a key objective of 2007/8.

(iii) Recidivism – The YJB will allocate a 2006/7 rating for recidivism once all YOT's submit their annual re-offending returns in April 2007. A comparison of 12 month recidivism rates (from 2006/7 the YJB's preferred follow up period) in Worcestershire and Herefordshire between the 2002 and 2005 cohorts, shows that re-offending levels for first tier penalties and custody have reduced. Conversely, re-offending levels for young people subject to pre-court interventions and community penalties have increased and this is having an overall negative impact on re-offending levels:

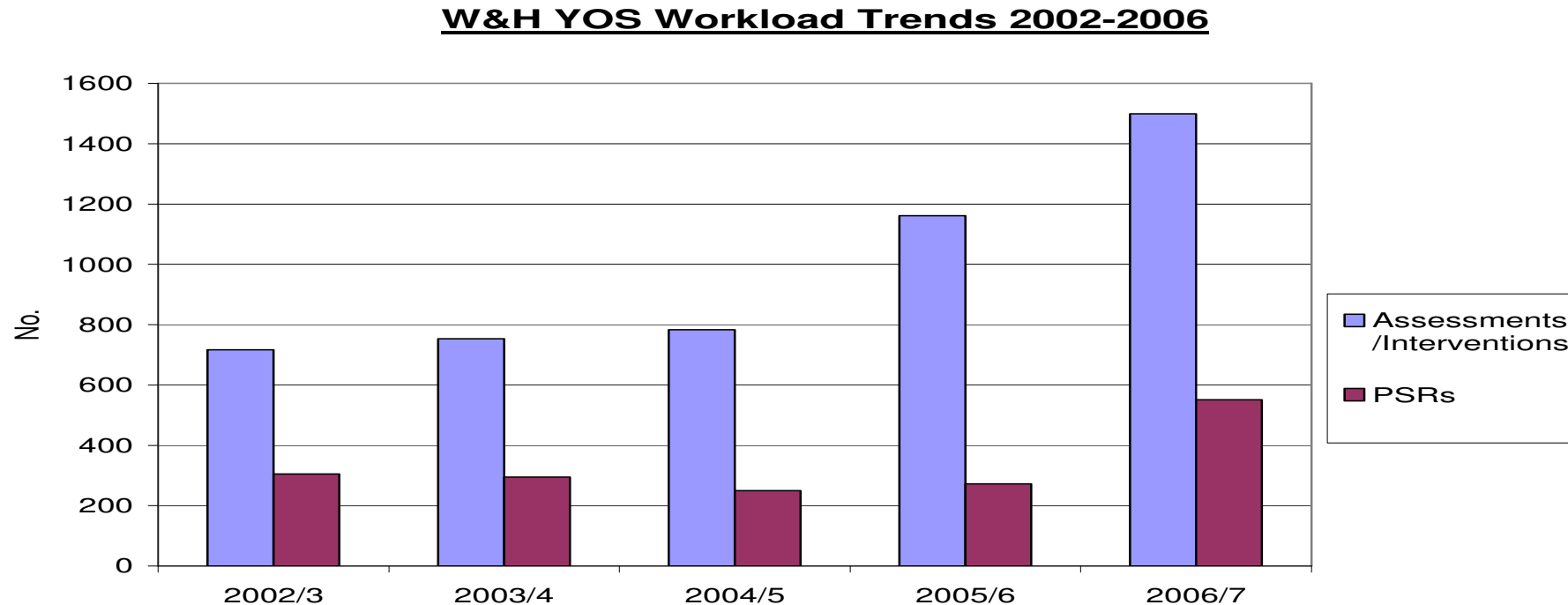
	2002 RE-OFFENDING AFTER 12 MONTHS	2005 RE-OFFENDING AFTER 12 MONTHS
PRE-COURT	19%	32.5%
FIRST TIER	60.4%	51.3%
COMMUNITY PENALTY	63.2%	72.2%
CUSTODY	95.2%	73.3%

Whilst this is the methodology used by the YJB to evaluate the re-offending performance of the YOS, serious questions have to be asked regarding both the validity and reliability of these findings. Small cohorts, a methodology which compares unrelated cohorts without control of other variables and the problems associated with the impact of changing partnership policy (e.g. the recent 'Offences Brought to Justice') raise significant problems with the ongoing comparison.

The YOS is fully committed to undertaking meaningful recidivism analysis and will seek to introduce a more reliable and valid method of measuring the offending of young people in Worcestershire and Herefordshire in 2007/8. The implementation of a risk-led approach mean that offending levels can be compared with national data based on whether the young person is assessed as low, medium or high risk of re-offending.

THE WORKLOAD OF WORCESTERSHIRE & HEREFORDSHIRE YOS IN 2006/7

The workload of the Service has continued to increase in the last twelve months:



A review of workload over the last three four years identifies that there has been a considerable increase in the number of initial assessments and interventions managed by the YOS. The increase in workload has placed considerable pressure on both the practitioners and the managers within the YOS and it is impressive that the Service have maintained and improved performance over this period. A key objective for 2007/8 is to adapt and apply a dedicated youth offending service workload formula to current workloads to ensure an equitable distribution of work across the Service. The YOS Head of Service will continue to discuss solutions to this with the YOS Management Board in 2007/8.

SUMMARY OF KEY ACHIEVEMENTS IN 2006/7

In addition to the improvements in performance identified, the YOS has also achieved the following in the last year:

- Development of a Faith Community Engagement project through funding from the Office for Criminal Justice Reform.
- Performance Management systems fully embedded in teams and Lead Manager role functioning effectively.
- Addressing IT infrastructure requirements through introducing a new secure and stable IT system in conjunction with West Mercia Constabulary.

- Development of NGAGE project in partnership with Connexions and YMCA (North Worcestershire) to address ETE issues with post 16 young people.
- Positive independent review of YOS restructuring and local delivery model.
- Expansion of YOS Prevention Services including doubling Parenting capacity
- Development of Restorative Worker post and establishment of project to address offending in Residential Care.
- Significant numbers of staff undertaking YJB accredited qualifications and training.
- Introduction of Pathway Plus intervention programme as core requirement of intervention plans.

KEY OBJECTIVES FOR 2007/8

The development of the integrated and comprehensive service planning process described above has identified the following five over-arching objectives for 2006/7:

1. More targeted, effective provision of offending behaviour programmes for those at medium and high risk of offending to include increased use of surveillance, intelligence sharing and intensive interventions.
2. Reduce the level of low risk young people entering the youth justice system through work with West Mercia Constabulary and partners to develop robust responses to crime within neighbourhoods and communities.
3. Fully integrate Intensive Supervision and Support Project within local area teams.
4. Review YOS prevention services and secure commitment to fund beyond 2008.
5. Undertake Safeguarding audit of YOS and implement findings
6. Maintain strong focus on effective Management of Risk and ensure MOR guidelines embedded fully within area teams.

B. LOCAL PLANNING ENVIRONMENT

The local planning environment within which Worcestershire and Herefordshire Youth Offending Service operates is complex and multi-layered given the fact that it spans two top tier Local Authority Areas (Herefordshire, Worcestershire), 6 District level Local Authorities as well as having West Mercia wide responsibilities (Herefordshire, Worcestershire, Shropshire and Telford & Wrekin). In addition the YOS links with both West Mercia wide strategic partnerships (Local Criminal Justice Board, MAPPA Steering Group, ISSP Steering Group, Youth Court Chairs etc) as well as county level partnerships (duplicated in each county) including Local Safeguarding Boards, Children and Young People's Strategic Partnerships, DAATs (or equivalent). In addition there are a range of district level and local level partnerships including Community Safety Partnerships, Youth Strategy Groups etc. In spite of these complexities, and the issues associated with servicing each partnership, the YOS is well placed and embedded within the full range of crime and disorder/community safety and children's services partnership and planning structures.

There is a strong YOS Management Board, chaired by the Chief Executive of Herefordshire Council and the Director of Children's Services in Worcestershire and attended by senior strategic managers from partner agencies. This helps to ensure that the needs of young people who offend and those that are at risk of becoming involved in crime and anti-social behaviour are addressed at a strategic level within relevant partner agencies. The YOS Management Board is also effective in helping set the overall strategic direction of the YOS and ensures a balance is maintained between the competing local and national priorities.

The YOS is located within the recently created Children's Services Department of Worcestershire County Council although it is clear that this relationship is structural and the YOS remains a service with a distinct, clear identity operating across both Local Authority Children's Services. The YOS recognises the importance of reducing the distance between services in order to improve the outcomes for young people and families and consequently, where appropriate and feasible, it is co-locating operational teams with children's services. The development of wider prevention services within both Local Authority areas and the linkages with YOS prevention services continues to be an important area of work which will be further developed during 2007/08. The YOS continues to make a significant contribution within the Children & Young People's Strategic Partnerships in both Local Authority areas, thus ensuring that the Children and Young People's Plans effectively address the needs of young people who offend as well as those at risk of offending.

The YOS has contributed to the development of the Local Area Agreements within each County with the initial focus on recidivism rates and education, training and employment. The benefits of the Local Area Agreements have still to be seen although, within Worcestershire, additional pump priming funding has been made available and will be utilised during 2007/08 and 2008/09. The impact of mandatory RESPECT targets are still being worked out a local level and it is hoped that they will provide a vehicle to help further coordinate work around Anti Social Behaviour, Prevention and Prolific and Other Priority Offender work.

Of significant concern to the YOS is the potential conflict and unintended consequences of the Offences Brought To Justice target on the workload and effectiveness of the YOS. Anecdotal evidence, supported by some statistical analysis, suggests that, within the YOS area, there may be disproportionate impacts of sanctioned detections involving young people resulting in increasing numbers of young people entering the youth justice system. This creates workload pressures for the YOS and jeopardises performance in relation to recidivism and preventing first time entrants to the Youth Justice System. With the support of the YOS Management Board this issue is currently being investigated on an inter-agency basis.

C.1 GOVERNANCE AND LEADERSHIP

The YOS Management Board is an active and effective partnership group jointly chaired by the Chief Executive of Herefordshire Council and the Director of Children's Services for Worcestershire. The Board meets on average three times per year alternating location between each county. The Management Board is well attended although structural changes in partner agencies during 2006/07 have resulted in some variation. The Management Board has three clearly defined functions as follows:

- ¥ **Support** - including finance and human resources, infrastructure, professional and strategic support etc.
- ¥ **Scrutiny** – including performance management, approval & monitoring of youth justice plan, budget approval and monitoring and monitoring quality assurance.
- ¥ **Services** - including enabling access to mainstream services within organisations represented on the YOS Management Board and support in accessing other mainstream services.

The strategic vision of the YOS is to prevent offending and re-offending by children and young people by providing high quality youth justice services and by ensuring that partner agencies provide services which meet the needs of children and young people, parents and carers and those affected by offending e.g. victims and the community. The strategic vision is underpinned by 5 internal strategic YOS objectives:

- ¥ To prevent offending by children and young people
- ¥ To ensure an empowered and motivated workforce
- ¥ To improve outcomes for victims
- ¥ To increase awareness and confidence in the Youth Justice System for all stakeholders
- ¥ To help achieve the 5 Every Child Matters outcomes for young people and their families.

During 2006 a comprehensive governance review was undertaken by the YOS Head of Service supported by two members of the Management Board, and a set of recommendations was presented for discussion at a Board meeting in November. The review was based on the following key documents; Sustaining the Success – Extending the guidance: Establishing Youth Offending Teams; Criteria for the inspection of youth offending teams in England – Phase 3; Joint Inspection of Youth Offending Teams: Annual Report 2005/2006; HMIP Report on: Worcestershire & Herefordshire Youth Offending Service 2005. The following provides an overview of the findings and action points from the review:

Performance Management: That existing performance management processes within the YOS and between the YOS and the Management Board are robust, fit for purpose and therefore no additional action is required.

Preventing offending/reoffending: A working Group to be formed to explore issues around offences brought to justice and increases in partner agency work in North Worcester area.

Providing strategic direction and supporting YOS Head of Service: (i) To note that the Youth justice planning process is likely to change over next 12 months as a result of a Youth Justice Board review. It is anticipated that a revised process will mirror adult criminal justice planning with a 'Reducing Youth Re-offending Action Plan' including a stronger regional emphasis; (ii) To recognise that the changes in structures and personnel within partner agencies has

resulted in varying levels of attendance at the YOS Management Board and that levels of attendance are reviewed at each Board.

Ensuring the Youth Justice plan is delivered: (i) To note that the Youth Justice plan is increasingly linked with Children and Young Person's Strategic Partnership plans and is a vehicle for contributing to the 'making a positive contribution' outcome in relation to offending behaviour; (ii) To ensure that linkages and priorities are identified within the Youth Justice Plan e.g. Offences Brought to Justice, ETE rates.

Coordinating the provision of services: The YOS Head of Service should continue to work with emerging integrated Children's Services to maximise integration opportunities whilst maintaining a balance between Children's Services and Criminal Justice.

Ensuring the YOS has sufficient resources: (i) The YOS Management Board to reduce the number of technical secondments and instead second existing staff; (ii) The YOS Management Board to consider the findings of the YOS resource/workload exercise and identify actions to address the issues identified; (iii) A workforce skills audit to be considered including a mapping exercise against partner agency training opportunities; (iv) The YOS to work with Children's Services and Social Work training providers to maximise placement opportunities for students and staff.

Ensuring the YOS has sufficient infrastructure: The YOS Management Board shall have a standing item on the agenda regarding the adequacy of non-staff resources.

Access to mainstream services: The YOS to review access to mainstream services and report back to the Board on a regular basis.

Ensuring lines of accountability and linkage: (i) The YOS line management arrangements to support Head of Service & Deputy Head of Service in prioritising partnership meetings; (ii) Members of the YOS Management Board to report back at Board meetings, or directly to YOS Head of Service, on decisions taken within other strategic groups that may impact on the YOS.

Elected members involvement: (i) Use existing Local Authority structures and systems (Children and Young People's Strategic Partnerships) to ensure involvement of elected members; (ii) The YOS Management Board members to review reporting mechanisms within their own governance arrangements and consider whether there is a need to enhance these to reflect YOS business; (iii) Members of the YOS Management Board to review arrangements for signing off the Youth Justice Plan within their own governance arrangements.

Safeguarding: The YOS to undertake a full Safeguarding audit during 2007 against HMIP Standards for Safeguarding in YOTs.

Public protection: (i) A follow up review of the implementation of Risk of Harm procedures to be carried out after 6 months; (ii) An annual review of Risk of Harm procedures to be presented to the YOS Management Board; (iii) The YOS Management Board to support the YOS Head of Service in tackling Housing Departments' role in supporting management of risk.

Ensuring Management Board has appropriate representation: The YOS Management Board has agreed the importance of a representative chairing the Youth Justice Forum, it was agreed that the representative would alter on a yearly basis.

The Management Board and Head of Service will review progress against the action plan in 2007/8 and assess the impact on improving the governance and leadership of the YOS.

Table A: Composition of Management Board

Name	Agency representing	Post in agency	Ethnicity	Gender
Chair: Neil Pringle (alternating)	Herefordshire Council	Chief Executive	White	Male
Chair: Richard Hubbard (alternating)	Worcestershire County Council	Director of Children's Services	White	Male
Anne Binney	Worcestershire County Council	Head of Integrated Services for Children, Young People and Families	White	Female
Roger McGarva	West Mercia Probation Service	Chief Officer	White	Male
Yvonne Clowsley	Herefordshire PCT	Interim Director of Planning & Performance, Lead Nurse & Commissioning	White	Female
Sharon Menghini	Herefordshire Council	Director of Children's Services	White	Female
Sharon Gibbons	West Mercia Constabulary	Chief Inspector	White	Female
Keith Barham	Worcestershire & Herefordshire Youth Offending Service	Head of Youth Offending Service	White	Male
Shaun McLurg	Herefordshire Council	Head of Safeguarding & Assessment	White	Male
VACANCY	Worcestershire PCT			

C.2 PERFORMANCE AND QUALITY SYSTEMS

The YOS continues to emphasise improving performance and accurate recording thereby increasing data quality. Performance across the Key Performance Indicators and National Standards has shown year on year improvements as a result of this continued emphasis.

The Information and Performance Manager continues to be responsible for the circulation of all performance related documents and information. She also reviews recording practices and procedures aimed at improving recording and data quality and, where required, introduces new ones.

Performance management and data quality are discussed at the following forums:

- Quarterly reports on each team's performance are provided to all staff and to the YOS Management Board.
- The Leadership Team Meetings, where all YOS managers are in attendance, has performance as a standing agenda item.
- Quarterly performance meetings at each team office. Attendees are area team managers, the area administrator, and the Information and Performance Manager and the Deputy Head of Service as chair. These are aimed at discussing recent performance results, identifying areas for improvement, any local barriers to improvement, recording issues and generally increasing ownership of the KPI's and National Standards compliance. At this forum, managers are provided with performance broken down to individual worker level so that the need for improved performance can be dealt with via established supervision and/or appraisal processes.

All Operational Managers have been provided with detailed guidance regarding the KPI's and the YOIS Plus wizards to enable them to regularly review their own team's performance. Operational Managers are expected to be proactive in improving local performance. This has led to a greater ownership and understanding of how performance is measured and the submitted figures calculated.

Data cleaning of all KPI's is done on a monthly basis by the Information and Performance Manager and the Information Assistant. This allows for lists of missing data to be sent out to managers and their teams thereby reducing the data cleaning burden at the end of each quarter prior to submission.

The recent improvement across 20 of the 22 measured National Standards highlights the increased focus on performance across the YOS and the benefit of implementing the above method of monitoring. Recording guidance has been re-written enabling a clear picture of the exact recording requirements and each of the YOIS Plus wizards have been run on a monthly basis throughout the audit period enabling the early identification of areas requiring extra attention. With the YJB requiring the National Standards audit to be run quarterly, this focus and monitoring will continue ensuring accurate data submissions and improvement in areas not currently achieving the required standard.

Initial Effective Practice and Quality Assurance (EPQA) self audits were conducted on Remand Management and Mental Health and action plans have been implemented to address the quality issues identified in the audits. The final EPQA audit for the work areas of Substance Misuse and Resettlement are due in April 2007. In both areas of work new policy and guidance have been developed and training provided.

The YOS Management Board continues to have the overall responsibility for performance management and continues to receive written reports at every meeting. These are provided in advance of the meetings to allow any further requested information to be provided thereby enabling effective discussion at the meeting. These reports contain current performance figures along with commentary on an exception-reporting basis. Year to date and comparison figures with family groups, region and England and Wales are also supplied to allow for common areas of concern to be discussed and resulting actions for change to be agreed.

Specific actions agreed to enhance performance systems in individual themes in the Delivery Plan will be detailed in the relevant section of the plan.

C.3.a FINANCIAL RESOURCES

The YOS uses a locally agreed funding formula that determines the percentage contributions from each agency. The following tables provide a breakdown of funding for 2007/08.

The YOS Management Board has agreed the budget for 07/08 based on the 06/07 budget plus inflation as follows:

- West Mercia Probation 2.23% cash uplift
- Worcestershire Children's Services 2.23% cash uplift
- Herefordshire Children's Services 2.16% cash uplift
- Worcestershire Health (from Table 27d) 2.42% cash uplift
- Herefordshire Health (from Table 27d) N/A
- West Mercia Constabulary 2.23% cash uplift
- Local Authority Chief Executive N/A

The YOS has been advised of an inflationary uplift of 1.69% from the YJB in 2007/08.

Worcestershire LAA pump priming funding of £100,000 has been confirmed to be split over the period 2007/8 and 2008/09 and will be focussed on reducing recidivism rates of young offenders.

The agreed budget for the YOS for 2007/08 attempts to balance the challenging funding environment faced by partners, the need to find efficiencies within the YOS and the need to maintain and develop service provision. The significant increased cost of staffing continues to be a major financial pressure on the YOS as payroll costs account for over 66% of the YOS budget. Scale point increases and increased pension contributions have resulted in real staffing cost increases above partner agency funding over the last four years.

However, infrastructure expenditure incurred in 2006/07 is forecast to deliver efficiency savings of around £50k pa. Re-investment of the majority of this saving into staffing resources will assist the desire to improve service delivery.

In 2007/08 the YOS is facing a major infrastructure challenge associated with the office accommodation needs of the North Worcestershire Area Team. It is anticipated that during 2007, the team will co-locate alongside Children's Services and Connexions. Whilst there are partnership benefits of co-location a number of operation issues remain to be resolved.

TABLE A1: SERVICES PLANNED FOR THE FINANCIAL YEAR 2007-8

Core activity	Budget expenditure (£)
Preventive services	659,532
PACE Services	23,496
Pre-court services	304,968
Court-based services	361,804
Remand services	117,478
Community-based services	1,566,092
Through care / after care (including RAP)	145,201
Other orders	499,462
Total:	3,678,033

Table A2: Youth Offending Team Budget Financial Year 2007/08 Sources

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Police	156,817	143,362		300,179
Probation (from Table A2c)	110,310	72,614	30,650	213,574
Social Services	425,740	617,601		1,043,341
Education	85,265	104,724		189,989
Health (from Table A2b)	96,579	64,575		161,154
Local Authority Chief Executive				
Additional Funding (from Table A2a)		1,769,797		1,769,797
Total:	874,710	2,772,673	30,650	3,678,033

TABLE A2a: ADDITIONAL SOURCES OF INCOME

Additional source	Amount (£)
Single Regeneration Budget	
European Funding	
Youth Justice Board	1,271,592
Other	498,205
Total (for inclusion in Table A2)	1,769,797

TABLE A2b: HEALTH SERVICE CONTRIBUTIONS TO THE YOUTH OFFENDING SERVICE

Health contribution: Funding source	Amount (£)
Source 1: Worcestershire PCT	105,455
Source 2: Herefordshire PCT	55,699
Source 3: (etc)	
Total (for inclusion in Table A2)	161,154

TABLE A2c: PROBATION CONTRIBUTIONS TO THE YOUTH OFFENDING SERVICE

Cash Contribution £	Payments in kind*1 excluding staffing		Payment in Kind (Staffing*2)		Total (£)
(a)	(b) Specify Items	(c) Cash Value £	(d) Specify grade and number	(e) Cash Value including on costs £	(f) (a+c+e)
72,614	Community Disposals	30,650	3 PO's	110,310	213,574

C.3.b PROGRAMME RESOURCES

The YOS has a strong commitment to work with its partners to achieve the ongoing development of appropriate resources to meet the identified needs of young people. This can have a considerable impact on the Service's ability to work effectively and there is a direct link between progress against the YJB KPIs and the availability of appropriate resources. For example, where resource development is evident (e.g. CAMHS and Substance Misuse Services), the YOS progress can be demonstrated. Conversely, where resource difficulties are apparent (e.g. post 16 ETE), the YOS continues to struggle in performance terms. The YOS Management Board has an increased awareness of these relationships and continues to pursue strategic solutions on behalf of the Service. In summary, the following specialist resources are key:

- Drug Treatment Programmes – progress is evident in this area as a result of the YOS Substance Misuse specialists linking to SPACE and ZIGZAG (Worcestershire Young People's Substance Misuse Service, and Herefordshire Young People's Substance Misuse Service). The YOS & SPACE have completed a service review of YOS Substance Misuse Services in Worcestershire and the YOS is informing the High Focus Area Review process in Herefordshire.
- Mental Health Services – these services continue to perform consistently well with YOS specialists linking into mainstream CAMHS services. Transitional arrangements remain a difficulty, and will be addressed as part of the EPQA action plan.
- Accommodation Services – during 2006/07 a YOS Accommodation Officer was recruited and will commence employment in April 2007. The post is strategic in nature and will liaise with the district housing services to achieve better integration.
- ETE Provision – accessing post-16 provision remains a considerable barrier to progress. Through OLASS funding research is being undertaken to identify barriers and a project is being implemented to support post-16 young offenders entering ETE provision. Further project work is planned in Worcestershire as part of the L.A.A.
- Parenting and Victim Services – an additional parenting worker was recruited in 2006/07, which will make a significant contribution in meeting the revised parenting performance measure. A Restorative Justice Project Worker (new post) has recently been recruited.

The YOS is also proactive in programme resource development. During 2006/07 all aspects of the service were independently reviewed and the recommendations of the review are being acted on including the implementation of a revised risk management and risk led planning policy (meaning unclear). The YOS is also building the quality of interventions through the training of all practitioners in the delivery of the Pathway Plus cognitive behavioural programme.

To promote equality and diversity, the YOS has established a Diversity group which has overall responsibility for the implementation of the Race Action Plan. The Service has also appointed a fixed term project officer to lead in engagement with faith communities.

The YOS continues to work effectively with Youth Support Services (YSS), with YSS staff seconded into the area teams. The YOS also works in partnership x to provide, or to have access to, a number of other programmes targeted at the range of young people's risk factors and needs as identified through ongoing assessment practice. Of particular importance are:

- Family Support Services (delivered by Relate); Children's Fund mentoring (YSS); Sexually Harmful behaviour Interventions (NSPCC), Basic Skills & Employment Skills Training (Worcester College of Technology) and support in accessing ETE (YMCA).

The programmes identified above highlight the extent to which the YOS is constantly seeking to move forward provision with its local partners.

C.3.c INFORMATION TECHNOLOGY

During 2006/07 the YOS has merged I.T. systems with the West Mercia Constabulary (WMC) I.T. network. There is a PNC terminal at each of the three area offices. This is connected to the police network via a 2.3Mb connection. The YOS has changed over to using the police lines as a link to each office with the hardware hosted and stored at WMC headquarters. The YOS now use Wintertms instead of PC's and operate through Citrix sessions providing speedier access for all three teams.

The advantages of this merger have included:

- Multi agency/partnership working
- Utilising network connections that already exist.
- Improved security associated with using police networks
- Improved connectivity to web-based applications
- Increased access to YOIS case management system to improve the efficiency of staff time.
- Benefits associated with the improved purchasing power of the police and future developments made by WMC will impact positively on the YOS

Remote access will be achieved by using the police's standard cable and wireless secure dial in. Laptops will be configured and secure log-in fobs purchased for each remote access. This enables YOS laptops to be used remotely through a standard modem with an analogue connection by utilising an authentication process currently employed by WMC. WMC are currently trialling broadband and the YOS will be included within the roll out once the success of the pilot has been measured.

The completion date for the merger was planned as June 2006 but it actually occurred in December 2006 due to security issues at one of our sites. This work will contribute to several of the ways forward outlined in the "Wiring Up Youth Justice" programme of change which will enable the achievement of more effective delivery of youth justice services and increased community engagement.

The YOS still uses secure email for the transmission of sensitive/confidential data over a secure network. However, with the changes that have been made to the IT network, changes were also made to the email addresses for all YOS staff which involved the PNN suffix being included. This means that each YOS officer has a secure email addresses rather than reliance upon the secure email portal as supplied by CJIT. This allows for secure information transmission between any other criminal justice agencies that also have the PNN suffix or the GSI suffix within their email addresses. Secure email has been embedded within the YOS for over twelve months now and the only constraints placed upon the use of this system lie within the extent to which other criminal justice agencies can participate. These barriers can be overcome by joint working and the benefits of change explored with other agencies to ensure their involvement and to encourage their participation.

We currently use two case management systems:

YOIS Plus – provided by Social Software – for general youth offending recording, and

YISPIS – provided by an external consultancy company – for prevention recording and the provision of prevention data.

C.4 PEOPLE AND ORGANISATION: a WORKFORCE PLANNING

The YOS staff comprises 91 salaried staff supported by 34 sessional workers and 54 volunteers. The majority of staff within the service are white with Black and Minority Ethnic (BME) groups not consistently represented through all levels of the service. There are specific actions to address increased recruitment of staff from BME groups within the Race Audit and Action Plan, including further developing the link with the local Race Equality Council, continuing involvement with Worcestershire's Equalities Group and the implementation of a project to engage with faith communities. The YOS has also developed links with the Worcestershire County Council Black Colleagues Group (BCG) and commissions external mentoring support for BME staff and managers within the service.

In 2007/8 arrangements for providing human resource support to the YOS by Worcestershire County Council continue through the 'Children's Services' team within the HR Division. Monthly meetings are held between the YOS and the HR advisor from WCC where issues such as recruitment, staff turnover and sickness are monitored. Overall the YOS is adequately staffed although significant difficulties continue to exist within the North Worcestershire team which has a higher turnover and to which it is more difficult to recruit as a result of market force issues arising from its close proximity to the West Midlands conurbation. With the exception of the North Worcestershire Area Team, the YOS does not experience difficulties in the recruitment and retention of staff or volunteers and works to ensure that policies, procedures and practices are in place to continue this.

Youth offending services continue to be delivered from 3 geographically based teams in Redditch (covering North Worcestershire), Worcester City (covering South Worcestershire) and Hereford (covering Herefordshire). It is planned for the North Worcestershire Team to be re-located to Bromsgrove during 2007/8.

The YOS continues to benefit from the support of partner agencies with several directly seconding staff. However, some agencies have previously had difficulty in seconding staff to the service which has resulted in 'technical secondments' where secondment vacancies are being filled by staff recruited from outside the seconding agency. The YOS has been successfully working with partner agencies to reduce the number of these arrangements and, following a recent internal review, the management Board have given a commitment to reduce technical secondments.

The YOS continues to receive significant direct funding within Worcestershire from the Children's Fund, and this has been augmented with the YJB Prevention Funding. The YOS is fully engaged in the development of early intervention services across both counties; in particular, the development of the Targeted Youth Support Pathfinder and the secondment of a YISP Key Worker to a very early intervention project based around a secondary school and its feeder primaries. This enables these schools to deliver preventative services to young people at risk of crime and anti-social behaviour.

The YOS has an established partnership with Victim Support which seconds three 0.5 FTE Victim Liaison Officers to the YOS (1 based in each area). This arrangement has worked well to date with the VLOs being able to bring a range of valuable skills and experience of victim working to the YOS. The independent nature of the VLOs has ensured that victims that come into contact with the YOS are given impartial advice.

YSS, a local voluntary organisation, who were commissioned to provide a number of services for the YOS, continue to second their staff into the services area teams. In addition a new project, funded through OLASS, to support post-16 young offenders in accessing ETE, has seen the development of a partnership with the YMCA who will be seconding staff into the Service.

TABLE 25a: STAFF IN THE YOUTH OFFENDING SERVICE (by headcount)

	Managers Strategic	Managers Operational	Senior practitioners (FT)	Senior practitioners (PT)	Practitioners (FT)	Practitioners (PT)	Administrative	Sessional	Students/trainees	Volunteer	Total
Permanent	2	5			11	5	14				37
Fixed Term					3		6				9
Seconded Social Services					4	2					6
Seconded Probation					1	1					2
Seconded Police					3						3
Seconded Health					1	2					3
Seconded Education						3					3
Seconded Connexions											
Seconded Other		2			19	7		34			62
Outsourced											
Temporary										54	54
Vacant					3	2	2				7
TOTAL	2	7			45	22	22	34		54	186
Gender/Ethnicity											
White Male	2	4			12	5	2	13		15	53
Black Male											
Asian Male					2						2
Mixed Race Male											
Chinese/Other Male											
White Female		3			28	15	18	20		39	123
Black Female											
Asian Female											
Mixed Race Female											
Chinese/Other Female								1			1
TOTAL	2	7			42	20	20	34		54	179

C.4 PEOPLE AND ORGANISATION: b WORKFORCE DEVELOPMENT

Training	Managers	Practitioners	Sessional Staff	Volunteers	Administrators	Links to Performance Management
Management/Leadership	•					All areas
Induction	•	•	•	•	•	All areas
Risk Led Planning & Risk Inset	•	•	•	•	•	EPQA – APIS, Management of Risk
Assessment/APIIS	•	•				EPQA – APIS
Motivational Interviewing		•				EPQA – APIS, Offending Behaviour Programme
Restorative Justice & RJ Inset	•	•	•			EPQA – RJ
Mental Health (Inset)	•	•				EPQA – Mental Health
Resettlement (Inset & Chair SPM)	•	•				EPQA - Resettlement
Breach	•	•				National Standards
Offending Behaviour Programmes	•	•				EPQA – Offending Behaviour Programmes
Diversity – Range of Courses	•	•	•	•	•	RAAP
Team Building/Development	•	•			•	All areas
Legislation	•	•				
Parenting (Inset)		•			•	EPQA – Parenting, Parenting KPI
Substance Use		•				EPQA – Substance Misuse, Substance Misuse KPI
ETE (Inset)	•	•				EPQA – ETE, ETE KPI
Conflict Resolution		•				EPQA – Offending Behaviour Programmes/APIIS
YOIS+	•	•			•	Performance monitoring
Microsoft Office	•	•			•	
Community Panel Member				•		All areas
Child Protection	•	•	•	•	•	Management of Risk

The YOS has a dedicated training budget to fund the training plan for 2007/8. Training is additionally accessed from the corporate training programmes provided by the two County Councils and through the YJB HR and Learning Programme. Some training is provided by partner agencies. The YOS is well represented at the YJB regional HR & Learning Steering Group and has been active in influencing the HR & Learning Strategy in the region.

Training Needs identified for 2007/08: These are set out in the table above. It is unlikely that all these needs will be met within the budget allocated and the priority needs are highlighted.

Links to the Performance Management Framework: The 2 EPQA areas subject to improvement plans in the YOS are Mental Health and Remand Management. A range of mental health training was provided to practitioners during 2006/7 and further training on mental health and substance misuse is planned for 2007/8. The service is revising the remand management policy & guidance as part of the EPQA action plan, and training for specific staff will be commissioned following the finalisation of the policy. YOIS training is provided on an ongoing basis to ensure that staff are recording work accurately.

National Qualifications Framework: The YOS has continued to encourage staff to undertake the Professional Certificate in Effective Practice (PCEP), and it has remained a requirement that all Assistant YOS Officers undertake this qualification. There is still a demand for the PCEP programme within the YOS with twelve staff commencing the PCEP programme since October 2006, and a number of staff indicating an interest in joining the programme in October 2007. There are currently five staff undertaking the Foundation Degree.

INSET and training based on INSET will be provided in 2006/07 in the areas of Restorative Justice, Managing Risk in the Community, Mental Health, APIS and Substance Use.

Links to Staff Appraisal Systems: The YOS utilises Worcestershire County Council's appraisal system, the SRD (Staff Review & Development). The links between service planning and the individual appraisal process are currently being developed. Training needs identified in individual plans have been used to inform the service training plan for 2007/8.

Training for Specialist Staff: Specialist staff attend the general training opportunities provided for all YOS staff. Individual training needs within their specialist area are met either through training provided by their parent agency or through utilising part of the training budget to purchase places on externally provided courses (e.g. DANOS training for the substance misuse workers).

Management and Leadership Training: There are a range of management training opportunities offered through the Worcestershire County Council corporate training programme including CMS and DMS. Some specific management development and support is commissioned directly by the YOS. Further leadership training is planned to build on the training provided early in 2006. Two staff have identified an interest in the YJB Operational Managers Training (Managing People) and intend to apply for a place on a future intake. Three members of staff are undertaking academically accredited qualifications in management.

Volunteer Training: The YOS is committed to the development of volunteers and sessional workers and training is provided in house (by YOS Staff) and through commissioning. The YOS is currently reviewing its use of volunteers and the training provided to sessional workers.

Links with Local Providers: The YOS continues to maintain links with local HFE institutions by providing student placements. The YOS additionally has staff registered on courses with the Open University, Birmingham University, University of Worcester, Worcester College of Technology and University of Bedfordshire and is represented on the curriculum development group for the foundation degree in work with young people at the University of Worcester. Some staff and managers are involved in the delivery of lectures to various HFE institutions.

C.5 PARTNERSHIP WORKING

Education, Training & Employment

School age young people – For school age young people the YOS has continued to develop strong operational and strategic partnership working with the Children's Services departments in both counties. Work has been initiated to put a clearer and stronger focus on individually named young people of school age that are NEET and to determine barriers to accessing full time education and identifying pathways to re-engagement.

Above school age young people – Building on existing good partnership work with Connexions, and utilising Offender Learning and Skills Service (OLASS) funding, a jointly commissioned piece of comprehensive research is being undertaken to determine barriers to training and employment by young people above school age. This research will help inform the NGAGE project which will start in mid 2007 and aims to re-engage young people in training and employment opportunities. The NGAGE project is being run in conjunction with the YMCA and is our first substantial piece of work with them.

Prevention

The development of Neighbourhood Policing nationally presents a significant opportunity for youth crime prevention. In the West Mercia policing area this is referred to as the local policing initiative. YOS led prevention work will seek to link with & build on the work of the local policing teams & has the potential to make YOS-led targeted prevention more accountable and responsive to communities and victim.

The Prevent & Deter meetings in each division act as the forum for pulling together youth crime prevention & anti-social behaviour responses. This is providing an increasingly consistent forum for decision-making & case planning at the prevention stage and is also the main forum for identifying those children who will be offered YISP programmes in both counties. Proposals are in place to combine decisions on the use of ABCs and ASBOs in duplication & speed up a more effective & well-informed process.

Early Intervention & Prevention (Worcestershire) -The YOS continues to work with the Children & Young Persons Strategic Partnership and Children's Services in the development of an integrated approach to early intervention and prevention and to examine how YOS prevention services fit with this developing approach.

Early Intervention & Prevention (Herefordshire) - The YOS continues to be involved with Child Concern in Herefordshire and YJB prevention funding is routed to the Children's Fund Panel in Herefordshire to deliver prevention services for children and young people at risk of crime or ASB.

Offences brought to justice

The issue of the impact of the Offences Brought To Justice target and increased sanctioned detections is the focus for partnership attention. The YOS has initiated work with the Police, ASB teams and Children's Services to explore the impact of these issues on the numbers of young people entering the youth justice system. This partnership work will also focus on exploring the reasons for an apparent geographical hotspot for offending and social care referrals in North Worcestershire.

Substance Misuse

SPACE (Worcestershire Young Persons Substance Misuse Service) – The YOS is involved with the work of SPACE at both an operational and strategic level. At an operation level, there are three dedicated SPACE workers located within the YOS delivering substance misuse work to young people who offend. At a Management level the YOS is involved in the development of the SPACE service via a Service Development Group. The YOS is also

represented at the Young People's Joint Commissioning Group and at the SMAT (Substance Misuse Action Team) Board.

ZigZag (Herefordshire Young Persons Substance Misuse Service) – Young people's substance misuse services in Herefordshire have been subject of a High Focus Area Review during 2006 carried out by GOWM. The YOS has contributed to this review and to the ongoing development of the substance misuse service at a practitioner, management and strategic level including involvement at the Community Safety and Drugs Partnership Board (DAT equivalent).

Housing

Following a long term vacancy the YOS has recently appointed a new Accommodation Officer who will be in post for April 07. The appointment of this officer will allow the YOS to renew its links and develop further partnership work with local Housing providers.

Voluntary & Community Sector

YMCA – During the latter half of 2006 the YOS formed links with the YMCA in North Worcestershire. This has resulted in a partnership being developed around the NGAGE (education engagement) Project with YMCA staff undertaking the role of NGAGE workers. It is hoped that this partnership can be built upon over the next twelve months and that further common areas of work can be explored.

YSS – The YOS continues to have strong links with YSS (Youth Support Services) with a number of YSS staff seconded to the YOS and providing youth justice services across Worcestershire & Herefordshire. A number of potential projects for the future are being explored.

Victim Support – The three Victim Services Officers within the YOS are all seconded from Victim Support and an established relationship exists between both organisations. During 2007/08 work will be undertaken to explore further areas of joint working around restorative justice and victim work.

Faith Groups – During 2006 the YOS initiated a OCJR (Office for Criminal Justice Reform) funded project to engage faith communities within the Youth Justice System in Worcestershire. Although at an early stage, good contacts have been forged with local faith and community groups and initial briefings and consultation events have taken place. This project is being undertaken in partnership with Worcestershire Interfaith Forum and will continue into the first half of 2007

DELIVERY PLAN

PREVENT OFFENDING

PERFORMANCE 06/07	
06/07: Number of Direct/Actual First Time Entrants (Apr to Dec)	964
07/08: Target reduction of Direct/First Time Entrants	5%

OVERVIEW OF 2006/07	
<p>The target set for all Youth Justice Partnerships is to achieve a 5% reduction in the 2004/5 baseline figure for number of first-time entrants by 2008. Current projection is an increase of 9% in 2005/6 and a 6% increase in 2006/7. This is explained in two ways. Firstly there has been a significant increase in meeting the sanctioned detection target in the North Worcestershire division, and more recently in Herefordshire. There is also evidence that small numbers of young people are counted erroneously, having a previous record in another area and being recorded for the first time in this area. Using YJB funding, there are plans, initially in Worcestershire, to deliver a restorative justice approach in children's homes. This will be coupled with a formal process for ensuring that the Police take action in a reducing number of incidents of a serious nature. The Prevent & Deter meetings in each division act as the forum for pulling together youth crime prevention & anti-social behaviour responses. Criminal Justice agencies, ASB staff and some parts of Children's Services regularly attend meetings. This is providing an increasingly consistent forum for decision-making & case planning at both the prevention stage and linking to those already in the Youth Justice system where there are common or linked concerns. This is also the main forum for identifying those children who will be offered YISP programmes in both counties. Proposals are in place to combine decisions on the use of ABC's and ASBO's in duplication & speed up a more effective & well-informed process. The development of Neighbourhood Policing nationally presents a significant opportunity for youth crime prevention. In the West Mercia policing area this is referred to as the local policing initiative. YOS led prevention work will seek to link with & build on the work of the local policing teams & has the potential to make YOS-led targeted prevention more accountable and responsive to communities and victims. The local policing teams offer an opportunity to begin to deal with low level offending without bringing more young people into the youth justice system and LPO's are developing youth diversion activities in their local areas, including sports groups. Specific joint agency projects include;</p> <ul style="list-style-type: none"> • The Fire & Police Services in Herefordshire are looking at developing a volunteer cadet scheme to involve young people in a variety of positive activities for both self-development & community service. • A commitment from Worcestershire YISP to reducing knife crime amongst young people by working with children on the programme, and a media company, to produce a DVD for work with other children & young people in both counties. • MAST–Worcestershire As part of the early intervention and extended schools development, YISP have co-located a YISP key worker within the Technology College in Worcester to work alongside colleagues from family support, education psychology, connexions, the school, and youth services. 	

PREVENT OFFENDING ACTION PLAN 2007-8

	LEAD MGR	DEADLINE	RISKS TO ACHIEVEMENT	LINKS TO OTHER PLANS/PMs
GOVERNANCE AND LEADERSHIP				
Scrutinise conflicting partnership targets impacting on prevention services via the Youth Justice partnership	Head of Service	June 2007	No flexibility in achieving opposing targets	Sanctioned Detection Target
Complete the review of the Prevent & Deter Strategy	Prevention Manager	Sept 2007		
PERFORMANCE AND QUALITY SYSTEMS				
Establish & maintain effective monitoring of First time Entrants to ensure these are identified and counted accurately	Prevention Manager	Monthly from April 2007	Capacity	
RESOURCES				
Establish future funding for existing prevention work	Head of Service	Sept 2007	Reliant on short term funding	LAA, Children and Young Peoples Plan
PEOPLE AND ORGANISATION				
Retain staff on short term contracts	Head of Service	Beyond march 2008	If funding not confirmed by Oct 2007 Staff may start to look elsewhere.	
PARTNERSHIP WORK				
Implement the Restorative Justice scheme within LA children's homes	Prevention Manager	Oct 2007	Staff rejection. Inconsistent implementation	C&YP Strategy (Worcestershire)
Implement co-ordinated prevention decision making via a Prevent & Deter meeting in each area	Prevention Manager	August 2007	Agency Engagement	P&D Strategy; CDRP plans

INTERVENE EARLY

PERFORMANCE 06/07			
06/07: Percentage of Final Warning with YOS Intervention	100%	2003 Effective Practice QA Rating	2
07/08: Target (New KPI)	100%	2005 EPQA Result	2

OVERVIEW OF 2006/07	
<p>The delivery of Final Warnings continues to be a high performing area of YOS activity with over 850 Young People across the two counties requiring assessment this year to date. This is against a background where Final Warnings remain year on year consistently high, averaging nearly 500 per year since 2002.</p> <p>The well-established surgery scheme has ensured that as many Young People as possible receive an assessment at the same time as the Final Warning is delivered (80% in the last 12 months), all of which are delivered in a restorative fashion.</p> <p>However, current local Police policies in respect to sanctioned detections would indicate that capacity and efficiency in Final Warning delivery would have to increase in order to meet future demands. During the year the YOS devised local criteria for Final Warnings, which enhanced the YJB KPI on Final Warnings by specifically including vulnerable young people as a group which would receive an intervention. Additionally, plans were made to incorporate Final Warning practice meetings into the pre-existing Police/YOS liaison meetings that are attended by all Police Officers involved in the Final Warning process. There is Final Warning staff representation on the APIS Working Group and the training needs of all Final Warning staff have been identified by the Staff Review and Development process and incorporated into the 2006/7 YOS training plan.</p> <p>Plans to integrate Final Warning practices into local YOS area team practice for the delivery of interventions have not yet been developed as hoped, as it was soon appreciated that a major change to work practices would be needed in order to drive it forward. Steps are being taken to include this piece of work in the developing prevention agenda and it will form part of a proposed restructuring of the Final Warning process in the coming year.. A consultation paper on the role of Police Officers in the YOS has been published locally and this will inform future developments in relation to the delivery of Final Warnings.</p>	

INTERVENE EARLY ACTION PLAN 2007/8

ACTION	LEAD MGR	DEADLINE	RISKS TO ACHIEVEMENT	LINKS TO OTHER PLANS/PMs
GOVERNANCE AND LEADERSHIP				
Review the Final Warning management and delivery structure to ensure that it meets the developing needs of the organisation	DHOS	Nov 07	Insufficient support from partner agencies Resources	West Mercia Policing Plan Final Warning Protocol
PERFORMANCE AND QUALITY SYSTEMS				
Conduct a regular quality assurance evaluation to ascertain service users' views of the Final Warning process.	FW Lead Manager	Jun 07	Capacity	JEM YOS Participation and Engagement Group work plan
Examine the possibility of using a Pre-Asset screening process to identify low risk cases early on in the Final Warning process	FW Lead Manager	Sep 07	May be impossible to devise a reliable cost effective screening process	
PARTNERSHIP WORK				
Ensure that Final Warning victims receive a service equitable to that received by the victims of young people on court orders.	DHOS	Jun 07	Insufficient resources	Victim Code of Practice RJ Action Plan
Complete consultation exercise and develop recommendations on the role of Police Officers within the YOS	FW Lead Manger	Aug 07	Capacity and resources	West Mercia Policing Plan
Explore the efficacy of using Restorative Reprimands in appropriate cases in order to delay/reduce entry of Young people into the Criminal Justice system.	FW Lead Manager	Nov 07	Legislation Competing partner targets Ownership at local level	C&YPs Strategy (Worcestershire) Herefordshire C&YP Plan
Develop a strategy for the more effective exchange of intelligence with the police to deter criminal behaviour.	FW Lead Manager	Aug 07	Data Protection Issues	National Intelligence Model

PROVIDE INTENSIVE COMMUNITY SUPERVISION

OVERVIEW OF 2006/07

Worcestershire and Herefordshire YOS provide ISSP programmes via a West Mercia wide service jointly financed with Shropshire, Telford and Wrekin YOS. This has been a partnership development between the two Youth Offending Services and the voluntary organisation, Youth Support Services (YSS). The project manager has been, to date, the Youth Justice Services Manager from YSS and the ISSP staff have been seconded from YSS. Since the decentralisation of the ISSP service into the area teams across Worcestershire and Herefordshire YOS in 2005/2006, YOS have provided the direct management of ISSP services and supervision of ISSP staff. Staff training needs have been incorporated into the YOS training plan.

The area integration of ISSP has led to an increase in referrals, particularly in the use of Bail ISSPs. For example in the last twelve months there have been 11 ISSP Bail Programmes, 10 of which came from the North Worcestershire area team. The West Mercia ISSP provision is on target to achieve, and possibly exceed, 100% of the target 60 starts by the end of March 2007. 54 starts had been achieved across the scheme by the end of January 2007.

It was recognised in last year's plan, that the decentralisation of the ISSP team had resulted in a lack of effective co-ordination of ISSP Services and an action point was to recruit an ISSP Resource Co-ordinator to ensure that resources were allocated according to need across the Service. Although recruitment and interviews took place, no appointment was made due to lack of a suitable applicant. The delivery plan for ISSP has since been revised and a Resource Co-ordinator is now in post.

Following the release of the consultation document on the future of ISSP, YOS' nationally were requested to propose how they were going to deliver ISSP as one of the mainstream services from April 2007. The Worcestershire and Herefordshire proposal, which has been accepted, is to continue delivering ISSP in the West Mercia Wide consortium, but the overall project management role will now be the responsibility of YOS Head of Service.

The review of the Specified Activity provision has progressed more slowly than anticipated and as there has been service wide review on the consistency of programme work being done with YOS young people. An action point for 2007/2008 will be to have Bail, Specified Activity and ISSP staff representatives attending the YOS Intervention group, in developing more effective resources.

PROVIDE INTENSIVE COMMUNITY SUPERVISION ACTION PLAN 2007/08				
	LEAD MGR	DEADLINE	RISKS TO ACHIEVEMENT	LINKS TO OTHER PLANS/PMs
GOVERNANCE AND LEADERSHIP				
Review the Specified Activity provision as part of the service wide Intervention group, by having staff representatives from Bail & Remand, Specified Activities and ISSP attending the group.	DHOS	Oct.2007	Capacity to attend the group	Overall Service Plan and Area Team Plans
PERFORMANCE AND QUALITY SYSTEMS				
Implement new ISSP delivery plan	HOS	April 2007	Co-ordination of resources Unproven model	Overall Service plan: Area Team plans
RESOURCES				
Recruit and train additional Sessional Workers across the YOS to provide additional staff resources to core ISSP, Specified Activity and Bail and Remand staff.	HOS	Sept.2007	Unsuitable applicants for sessional staff posts.	Overall Service Plan: Area Team plans: HR Strategy
PEOPLE AND ORGANISATION				
Ensure the training needs of ISSP sessional workers are incorporated into the 2007/2008 Training Plan	HOS	Sept 2007	Inadequately trained sessional workers	HR and Learning Strategy

REDUCE RE-OFFENDING

PERFORMANCE

06/07: % of 2005 Cohort of YP Re-Offending in 1 Year Follow Up	51.6%
07/08: Target reduction of Re-Offending Levels	5%

OVERVIEW & TARGET

The headline one year follow up recidivism figure of 51.6% for the 2005 cohort of young people (that is young people receiving a pre court disposal, sentenced or released from custody between October and December 2005) is greater than that of the 2002 cohort of 45.9%. A more detailed breakdown over the last 3 years shows that between the 2002 and 2005 cohorts, re-offending levels for first tier penalties and custody have reduced. Conversely re-offending levels for young people subject to pre-court interventions and community penalties have increased and, in particular, the larger number of young people in the pre court cohort, is having an overall negative impact on re-offending levels:

	2002 RE-OFFENDING AFTER 12 MONTHS	2005 RE-OFFENDING AFTER 12 MONTHS
PRE-COURT	19%	32.5%
FIRST TIER	60.4%	51.3%
COMMUNITY PENALTY	63.2%	72.2%
CUSTODY	95.2%	73.3%

Whilst this is the methodology used by the YJB to evaluate the performance of the YOS, serious questions have to be asked regarding both the validity and reliability of these findings. Small cohorts, a methodology which compares unrelated cohorts without control of other variables and the problems associated with the impact of changing partnership policy (e.g. the recent 'Offences to Justice') raise significant problems with the ongoing comparison.

The YOS is fully committed to undertaking meaningful recidivism analysis and will seek to introduce a more reliable and valid method of measuring the offending of young people in Worcestershire and Herefordshire in 2007/8. The implementation of a risk led approach means that offending levels can be compared with national data based on whether the young person is assessed as low, medium or high risk of re-offending.

The YOS has identified the reduction of re-offending as one of its two main contributions to the Local Area Agreement and as part of its contribution to the ECM outcome of 'making a positive contribution'. The ongoing development of the prevention strategy and the implementation of an effective Prevent & Deter strategy will make an important contribution to reducing offending levels. The impact of prevention services in preventing first time offending will be evaluated in 2007/8. With regard to young people already in the criminal justice system, the ongoing implementation of the risk led approach as a method of targeting the highest risk young people, the development of improved and more targeted YOS interventions and ongoing improvements in the effectiveness of partnership working will make a contribution to reducing the risk of further offending.

REDUCE RE-OFFENDING ACTION PLAN 2006/07

ACTION	LEAD	DEADLINE	RISKS	LINKS PLANS/PMs
GOVERNANCE AND LEADERSHIP				
Implement an effective Prevent & Deter Strategy	Prevention Manager	Sept 2007	Lack of partner agency engagement	LAA CYP Plans
PERFORMANCE AND QUALITY SYSTEMS				
Introduce a revised methodology for local measurement of re-offending rates	IPM	May 07	Insufficient monitoring resources	YOS Service Plan; Risk Led Approach
RESOURCES				
Continue the development of the quality and range of interventions targeted at low /medium /High Risk Young People	Deputy HOS	Mar 08	Resources required	Risk Led Approach

REDUCE THE USE OF CUSTODY

PERFORMANCE 2006/07

Performance Indicator: 06/07 April – Dec actual and % against target (remand) (old performance indicator)	34.9%	Performance Indicator: 06/07 April – December actual and % against target (custody)	3.8%	EPQA: 05 or 06 rating	2
Performance Indicator: 07/08 target (new performance indicator)	9%	Performance Indicator: 07/08 target	5%	EPQA: 07 or 08 target	3

OVERVIEW OF 2006/07

The YOS has achieved a considerable improvement in the percentage of custodial remands (from 57.6% in 2005/06 to 34.9% in the past year). In the final quarter of 2006 the target figure of 30% was reached for the first time. The reorganisation of services and provision of dedicated Bail Support Officers (BSO) from July 2005 are firmly bedded into the Court system and achieving credibility with Magistrates and CPS. A 'Reducing Remands to Custody Group' was formed in May 2006 which identified weaknesses in the system and put into place guidelines for the procedures to be followed by BSO's. The Custody Review Panel audits all remand cases to ensure processes are in place and credible alternatives to Custodial Remands offered. In a small number of cases, lack of suitable bail accommodation was seen as a contributing factor in Remands in Custody, but was less of an issue than previously. The post of Accommodation Officer (AO) has been filled and will engage with partner agencies to develop suitable accommodation. There was an increasing number of young people who, as well as offending, were also breached under ASBOs and CRASBO's which was seen as increasing the likelihood of custodial remands.

The new performance target for secure remands is to reduce the use of the secure estate for remands to 9% of the total number of remand episodes excluding unconditional bail. In the last three quarters of 2006 the performance of the YOS was 8% using the new formula. The target figure for Custodial Sentences was met for the second year in a row, reducing further from last year's 4.9% to 3.8%. ISSP and Specified Activity Requirements were offered in appropriate cases identified by Courts as a credible alternative to Custody. Cases audited by the Custody Review Panel again showed the impact of breaching ASBO's and CRASBO's when coupled with re-offending, especially if those young people were already on high tariff, alternative to custody Orders. Interestingly, lack of or uncertainty about suitable accommodation did not feature highly in the cases looked at. The Panel looked at PSRs prepared for Courts and found them to be professionally written and fit for purpose, with analysis and assessment identified as an area for improvement. Area Team Managers attend Youth Court Panel Meetings, making presentations and ensuring that Magistrates are aware of working practices and initiatives that are under way. Magistrates attend Team Meetings at the Area Offices and have awareness of processes in place for working with the risk led approach. A more formal communication strategy should be part of future developments.

REDUCE THE USE OF CUSTODY ACTION PLAN 2006/07				
ACTION	LEAD MGR	DEADLINE	RISKS TO ACHIEVEMENT	LINKS TO OTHER PLANS/PMs
PERFORMANCE AND QUALITY SYSTEMS				
Ensure the Custody Review Panel continues to meet quarterly	Lead Mgr Custody	Continuous	Capacity	Managing the Demand for Custody
RESOURCES				
Develop a YOS communication strategy with Courts and Magistrates	Lead Mgr Custody	Sept 2007	Capacity	PYO Protocol Increasing Confidence in the CJS
PARTNERSHIP WORK				
Develop agreements/protocols with accommodation providers and Children's Services	Accommodation Officer	Dec 2007	Capacity to work across two counties	

ENFORCEMENT AND ENABLING COMPLIANCE

OVERVIEW OF 2006/07

This is the second year that this delivery area has been included in the Youth Justice Plan. The target set remains unchanged at an average of 35 working days from the relevant unacceptable failure to comply with the requirements of the order, to resolution of the breach case and to resolve 50% of cases with 25 working days. When data was produced for the National Standards Audit an under-recording of breaches undertaken was discovered. The results for this delivery area have therefore been produced as a result of a manual analysis of records.

The service has been achieving an average of 26.5 days for the resolution of breach cases, with 60% of cases being resolved within 25 days. In addition the service has been pro-active in following up, within 24 hours, instances where a young person has failed to attend an appointment and in all instances where the failure has been unacceptable a warning letter has been issued.

A process has since been introduced to ensure that the necessary information is recorded correctly in order to enable the system to produce this information accurately in the future.

Work is currently being undertaken produce a "Good Practice Guidance" document to be introduced in 2007/8 that will include approaches to enhance compliance by Young People.

ENFORCEMENT AND ENABLING COMPLIANCE ACTION PLAN 2007/08				
ACTION	LEAD MGR	DEADLINE	RISKS TO ACHIEVEMENT	LINKS TO OTHER PLANS/PMs
PERFORMANCE AND QUALITY SYSTEMS				
Develop a flow chart poster to assist the correct recording of failures to comply and breach proceedings	Lead Mgr Enforcement	May 2007	none	
RESOURCES				
Develop the use of groupwork incorporating Pathway Plus in order to enable improved compliance and enhance the meeting of National Standards on contact.	Area Intervention Managers	September 2007	Staffing resources.	Recidivism Training Plan
Determine the feasibility of using "Bus Warrants" to enable compliance	Lead Mgr Enforcement	June 2007	availability	
PEOPLE AND ORGANISATION				
Deliver training to all relevant staff relating to the correct recording and evidencing of failures to comply and subsequent breach proceedings.	Lead Mgr Enforcement	June 2007	none	PYO Protocol Warrant and Enforcement Protocol

DTO TRAINING PLANS

PERFORMANCE 2006/07

Performance Indicator: 06/07 April – December actual and % against target	86%
Performance Indicator: 07/08 target	100%

OVERVIEW OF 2006/07

In the cohort period the YOS achieved 100% of Planning Meetings within 10 working days. There is a stated procedure that YOS staff contact the custodial establishment on the day following the sentence at the latest. This contact is recorded and, in the event of the custodial establishment being unable to meet within the required time limits, this is recorded and the Line Manager notified.

This process has proved successful in ensuring that the target is met as it allows for some mutually acceptable date to be arranged within the time limit. Custodial establishments have, over the last twelve months, improved their ability to offer a Planning meeting within 10 working days as that was previously the main stumbling point in meeting the target.

DTO TRAINING PLANS ACTION PLAN 2007/08

ACTION	LEAD MGR	DEADLINE	RISKS TO ACHIEVEMENT	LINKS TO OTHER PLANS/PMs
PERFORMANCE AND QUALITY SYSTEMS				
Continue to ensure that YOS staff follow the existing procedure of making contact with the custodial establishment on the day following sentence at the latest	Lead Manager Custody	Immediately	Custodial establishments unable to offer meeting within time limits. Unexpected absences by YOS staff	Resettlement Action Plan EPQA

SUPPORT YOUNG PEOPLE ENGAGING IN EDUCATION, TRAINING AND EMPLOYMENT

PERFORMANCE 2006/07

06/07: Percentage of YP in fulltime ETE at end of intervention	66.30%	EPQA: 03 rating	2
07/08: Target	90%	EPQA: 05 result	2

OVERVIEW OF 2006/07

The YOS did not achieve the 90% YJB target in 2006, with 66.30% of young people in full time education, training or employment (ETE) at intervention end. Access to appropriate ETE services remains the most significant barrier to full achievement of this target. The YOS is performing significantly more effectively with the statutory school age group (73%) than with the post 16 group (59.60%).

Statutory school age; the 3 area YOS teams have an education officer (EO) seconded from the relevant county Education Service, who work with local schools and re-integration services. In the past year EOs report increasing truancy levels. A strategic YOS/Multi-agency steering group and operational group oversees education provision for YOS young people, developing action plans for individual cases. The operational group has developed a draft YOS/PRU protocol across Worcs, and will include Connexions (CNXN) representation during the next year. Herefordshire has established a similar group. The forums will continue in their present role with the implementation of integrated Children's Services across both counties from April 2007. YOS identified various issues with regard to statutory school age young people; in one North Worc (NW) School for young people with learning and behavioural difficulties, 34 out of the 39 students on roll were on YOS interventions and there was a high level of student exclusions. It has been agreed that YOS will attend bi-monthly multi-agency meetings to formulate action plans for individual pupils to meet needs. In summer 2006, YOS staff delivered a training day for Education Welfare Services on the Court process, Court disposals and ISSP, which received very positive feedback and has increased the effectiveness of partnership working.

Post 16 provision: performance reduced from 62% in 2005/6 to 59.60% in 2006/7. The Post 16 NEET population is rising in Worcs and Herefordshire and there is a continuing decline in the labour market. The YOS, LSC and CNXN successfully bid for OLASS funding to improve Community ETE participation for young offenders aged 16+ (Ngage Project). The Project will provide ETE support workers within the YOS re-engaging NEET young people in ETE. A scoping exercise is being undertaken to identify the barriers to engagement/re-engagement in ETE for this age group. The NW YOS/CNXNs pilot has been extended across the service, implemented by the YOS education officers.

SUPPORT YP ENGAGING IN ETE ACTION PLAN 2007/08				
ACTION	LEAD MGR	DEADLINE	RISKS TO ACHIEVEMENT	LINKS TO OTHER PLANS/PMs
GOVERNANCE AND LEADERSHIP				
Ratify and Implement the YOS/PRU Protocol	DHOS	July 2007	The document stays in draft form and not rolled out to Schools across Worcestershire	C&YP Plans
Undertake a review on a cohort of young people not receiving full time education	HOS	May 2007	Information not made available	C&YP Plans
PERFORMANCE AND QUALITY SYSTEMS				
Ensure that YOS staff make ETE referrals in all appropriate cases	Lead Mgr ETE	Oct 2007	Inconsistent practice leading to young people slipping through the net	Service and Area team plans
RESOURCES				
Implement the YOS/Connexions PAYP Initiative	Lead Mgr ETE	July 2007	Not integrated in Prevent and Deter Strategy	Prevention Strategy
Ensure progress with OLASS Project	DHOS	Oct 2007	Lack of progress in achieving ETE YJB target	Service and Area team plans
PARTNERSHIP WORK				
Develop the education pilot at Kingfisher school	Lead Mgr ETE	July 2007	Further exclusions of students	C&YP Plans

SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION

06/07 April – December: YOS has named Accommodation Officer	Yes	Performance Indicator: 06/07 April – December actual and % against target (suitable accommodation)	97% (566/586)
07/08 target	As above	Performance Indicator: 07/08 target	100%

OVERVIEW OF 2006/07

Performance against this KPI has increased by 8% in 2006/7 with 97% of all young people at the end of their intervention or on transfer from custody deemed to be in suitable accommodation. Of those young people released from custody, 90% (28/31) were in suitable accommodation, an increase of 7% from the 83% achieved in 2005/6. This is pleasing and is a reflection of the focus given by the YOS to the resettlement of this group of young people.

In order to build on this progress, the YOS recognises the need to support the parents/carers of young people sentenced to custody, from the point of sentence through the resettlement phase. A pilot parenting provision in the North Worcs YOS area is planned to meet this need, and will commence in April 2007. It is hoped that this provision will help to secure continuity of accommodation within the home, avoid family breakdown and help to combat re-offending.

The YOS has successfully recruited to the post of accommodation officer, who commenced employment in April 2007. The post is full-time and the role largely strategic, in line with the YJB's 'Suitable, Sustainable, Supported' strategy on the provision of accommodation, reflecting the importance of putting considerable energy into partnership working. The lead manager has established links with the Supporting People teams in both counties and also with local housing teams across the districts of Worcestershire. The accommodation officer will build on these links and develop others across both counties with a view to developing joint working agreements/protocols, thus raising the profile of the accommodation needs of young people in the criminal justice system. It is hoped in the longer term to explore funding opportunities that may be available to YOS for the development of accommodation services and resources and to work in partnership with other agencies in the development of new project proposals. This is particularly relevant to the area of short term remand placements as there continue to be difficulties with young people meeting the age and risk criteria to enable access to remand placements provided by Children's Services.

In terms of prevention, the YOS recognises the importance of developing a preventative accommodation strategy and is committed to ensuring that this is in place by September 07. Working closely with the lead manager and prevention manager, the accommodation officer will address the strategy across all intervention areas, including YISP and final warnings.

SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION ACTION PLAN 2007/08				
ACTION	LEAD MGR	DEADLINE	RISKS TO ACHIEVEMENT	LINKS TO OTHER PLANS/PMs
PERFORMANCE AND QUALITY SYSTEMS				
Develop a preventative accommodation strategy	Accom Offr	Sept 07	Dependant on accom providers	C&YP Plans YJB accommodation strategy
RESOURCES				
Develop a pilot parenting provision in North Worcs YOS area for the parents of young people receiving custodial sentences	Lead Mgr Accom Offr	Dec 07	Insufficient resources	Parenting Plan Worcestershire Parenting Strategy
PARTNERSHIP WORK				
Develop an accommodation joint working protocol building on links made with local authorities	Accom Offr	March '08	Consistency across seven housing authorities	YJB Accommodation Strategy

SUPPORT ACCESS TO MENTAL HEALTH SERVICES

PERFORMANCE 2006/07					
06/07 April – December: % of YP with Acute MH Problems Assessed within 5 working days	100%	06/07 April – December: % of YP with Non Acute MH Problems Assessed within 15 days	93%	EPQA: 05 or 06 rating	1
Performance Indicator: 07/08 target	100%	Performance Indicator: 07/08 target	100%	EPQA: 07 or 08 target	2

OVERVIEW OF 2006/07

The YOS has consistently performed well in this area in the last few years and this has been maintained in 2006/2007 with all young people with acute mental health problems being seen within 5 working days. Figures so far show that 93% of young people with non acute mental health problems are seen within 15 working days.

In Herefordshire this has been achieved by a health worker and a CAMHS Nurse Specialist who is based in the YOS one day per week. In addition the creation of Early Intervention Psychosis Team who work with young people from 13 years old, and the raising of the CAMHS age limit to 17 years have enhanced and improved the service offered to young people.

In Worcestershire the YOS health worker, who is seconded by CAMHS, has good links with the CAMHS teams across the county and with the Early Intervention Psychosis Team. As the age range in Worcestershire is up to 16 years, it is recognised that the transition to adult services for ages 16-18 year olds is problematic, which is also apparent in Herefordshire. In Worcestershire a multi agency group comprising CAMHS, Psychological Services, YOS, Youth Service, PCT, Young peoples Substance Misuse team (Space), and Early Intervention Team meet bi monthly to improve access to services in particular for the 16-18 age range.

The YOS Mental Health Service improvement group meets regularly and has completed the EPQA from which there is a mental health improvement plan. The Worcestershire protocol has been agreed and in 2007/08 the Herefordshire one will be reviewed. The training plan devised in 2006/07 for YOS staff will continue in 2007/08 which will be delivered by the specialists within the two counties.

There has been a review of CAMHS services in Worcestershire.

SUPPORT ACCESS TO MENTAL HEALTH SERVICES ACTION PLAN 2006/07				
ACTION	LEAD	DEADLINE	RISKS	LINKS PLANS/PMs
GOVERNANCE & LEADERSHIP				
Review the Herefordshire CAMHS protocol.	DHOS/Lead Mgr Mental Health	June 07	Ineffective Partnership work	CAMHS strategies
PERFORMANCE & QUALITY SYSTEMS				
Implement a quality assurance system for screening/ referral for assessments	DHOS/Lead Mgr Mental Health	Aug 07	Inadequate monitoring	YOS performance
Review current assessment and screening processes	Lead Mgr / Mental Health Workers	Aug 07	Inadequate monitoring	YOS performance
Develop a service user evaluation strategy	Mental Health Workers	Aug 07	Ineffective Partnership work	CAMHS strategies.
PEOPLE & ORGANISATION				
Provide training for appropriate staff in using the MH screening tools	Lead Mgr / Mental Health Workers	Ongoing	Lack of knowledge	HR learning strategy
Ensure there are regular team briefings by MH workers	Lead Mgr / Mental Health Workers	ongoing	Lack of knowledge	HR learning strategy
PARTNERSHIP WORKING				
Formalise agreements for accessing adult MH services	DHOS/Lead Mgr Mental Health	Oct 07	Lack of access	Adult MH strategies

SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES

PERFORMANCE 2006/07							
06/07 April – December: % screened for SM	96% (758/790)	06/07 Apr–Dec: % YP assessed within 5 working days	94% (83/88)	06/07 Apr–Dec: % YP receiving intervention within 10 working days	99% (126/127)	EPQA: 05 or 06 rating	1
07/08 target	100%	07/08 target	100%	07/08 target	100%	EPQA: 07 or 08 target	2

OVERVIEW OF 2006/07

Progress against targets shows an increase across all reporting areas with 96% of young people receiving a YOS intervention being screened for substance misuse difficulties in 2006/7 using core ASSET. There remains a compulsory referral process for those young people scoring three or above and discretionary referral for those scoring below. An audit of staff as to their awareness of substance misuse issues and their ability to deliver tier one and tier two substance misuse interventions has been undertaken and will inform training and support needs.

Of those young people screened, approximately 11% go on to receive specialist assessment. Of those assessed, 94% were seen within the national target of five working days. It has been recognised that a rigorous quality assurance process is needed to ensure that appropriate referrals are being made and weekly monitoring of all young people scoring two or above on ASSET will be carried out. Furthermore, those young people doing so will be discussed at the Case Planning Forum in each area team to ensure that all appropriate referrals are made and that there is consistency and congruence in ASSET scoring of substance misuse across the YOS. This practice will be subject to a robust evaluation process prior to being fully adopted into YOS procedures. 99% of young people assessed as requiring a tier two early intervention receive one within ten working days. All treatment plans are now consistently recorded as part of intervention plans.

The EPQA Improvement Plan is on target to achieve a rating of two in this service area when the re-audit takes place later this year. Service-wide, there is a need to develop a Substance Misuse Policy and this will be a priority in the coming year.

Within Herefordshire, a high focus area review of substance misuse services is taking place across the four tiers and discussions to define ongoing roles and responsibilities within Service Level Agreements are on hold until it is completed and reported on. A draft SLA with SPACE, the young persons' drug treatment service in Worcestershire is under development.

A full review of the YOS Substance Misuse Service in Worcestershire has been completed and recommendations from the review are being implemented. The reduction in the funding of the Young Persons Substance Misuse Grant will provide resource challenges for the Yos and partner agencies.

SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES ACTION PLAN 2006/07				
ACTION	LEAD MGR	DEADLINE	RISKS TO ACHIEVEMENT	LINKS TO OTHER PLANS/PMs
GOVERNANCE AND LEADERSHIP				
Review and codify substance misuse procedures in the YOS	DHOS	September '07	None	HFA Review YP Substance Misuse Plans
Develop a SLA between YOS and SPACE Co-ordinators, defining roles and responsibilities	DHOS	July '07	Lack of working agreements	Substance Misuse EPQA
PERFORMANCE AND QUALITY SYSTEMS				
Discuss ASSET 2+ and identify appropriate referrals at CPF. Monitor if this is effective in achieving consistent referrals.	Lead Mgr Substance Misuse	Dec '07	Competing priorities within the CPF	EPQA YOS Substance Misuse Review

SUPPORT RESETTLEMENT INTO THE COMMUNITY

OVERVIEW OF 2006/07

The YOS is preparing a comprehensive Resettlement Action plan based on Youth Resettlement – a framework for action. YOS staff and Connexions workers who deal with DTOs have been trained.

Important work has been undertaken with Connexions in the Redditch Area to establish formal arrangements on DTO Planning Meetings attendance and on exchange of information. These arrangements will be rolled out across the whole service.

The Hereford Area has reached agreement with all secondary schools and PRUs to ensure that young people are not taken off roll when sentenced to a DTO, except when their release date is after their official school leaving date. A similar agreement will be sought with Worcestershire secondary schools in 07/08. Agreements with key partner agencies, Connexions and Probation have been reviewed and similar working agreements with the two Children's Services Authorities are to be reviewed during 07/08. This should improve access to resources and help successful resettlement.

The revised Management of Risk Policy and Procedures incorporating the risk led approach are now operative and will lead to more effective assessment and planning for young people throughout custodial sentences.

An OLASS funded project to re-engage young people with education and employment is planned to commence early in April 07. The project provider, YMCA, will also be involved in accommodation issues facing young people leaving custody.

SUPPORT RESETTLEMENT INTO THE COMMUNITY ACTION PLAN 2007/08				
ACTION	LEAD MGR	DEADLINE	RISKS TO ACHIEVEMENT	LINKS TO OTHER PLANS/PMs
GOVERNANCE AND LEADERSHIP				
Implement the Youth Resettlement Action Plan	DHOS	April '07	No risk	EPQA Resettlement
RESOURCES				
Plan, develop and implement the OLASS funded project.	HOS	April '07	Slippage in recruitment	ETE EPQA, Resettlement Action Plan.
PARTNERSHIP WORK				
Review joint working arrangements with Herefordshire Children's Services and Worcestershire Children's Services	HOS	March '08	Lack of access to mainstream services	Relevant Partnership plans

PROVIDE EFFECTIVE RESTORATIVE JUSTICES SERVICES

PERFORMANCE 2006/07

2006 April – December: % victims offered opportunity to participate in RJ process	93%	2006 April – December: % victims expressing satisfaction	100% (18/18)
07/08 target: Ensure victims participate in restorative processes in 25% of relevant disposals referred to the YOT	25%	07/08 target: satisfaction	85%

OVERVIEW OF 2006/07

The YOS currently offers 93% of victims the opportunity to participate in restorative justice processes is 93% which is an improvement on 2006/07. This has been achieved despite the absence of a permanent victim officer in Herefordshire for a considerable part of the reporting period. 100% of those victims who did participate and whose views were obtained, were satisfied, which is an improvement on the 85% figure of 2005/06.

During the past year there has been a concerted effort to improve the quality of service offered to victims and to share timely information with them. We now liaise regularly with the newly formed Witness Care Units who have equally found our contact with them helpful. We now have a seamless information flow which has improved the quality of service to victims and has reduced duplication of work in some areas. A Service Level Agreement has also been drawn up with Worcestershire and Herefordshire Victim Support which should improve the service to victims.

It has been recognised that Restorative Justice approaches are still not fully embedded into YOS practice. A YJB internal Consultancy bid was successful in the later part of 2006/07 and a workshop held in Dec 06 resulted in an Action Plan being devised. From this we will endeavour to increase the number of direct reparation placements and also increase the number of victims attending Referral Order panels. We are still able to maintain the number of indirect reparation placements needed to cover other orders. Using Prevention funding, a Restorative Justice worker has been appointed who will initially work within Worcestershire Local Authority Children's Homes. It is envisaged that this area of work can be expanded into schools eventually and the RJ worker will be involved in training YOS staff in RJ processes for use across the board.

PROVIDE EFFECTIVE RESTORATIVE JUSTICE SERVICES ACTION PLAN 2007/08				
ACTION	LEAD	DEADLINE	RISKS	LINKS PLANS/PMs
GOVERNANCE & LEADERSHIP				
Review, write and implement a new victim policy to include RJ guidance	Lead Manager RJ/DHOS	June 07	Victim work not fully integrated	Prevention strategy. YOS Service plan
PERFORMANCE & QUALITY SYSTEMS				
Design and implement a new victim satisfaction form	Lead Manager RJ/ Victim Officers	June 07	inadequate recording	YOS performance management framework
RESOURCES				
Develop more integrated RJ practice across the YOS and identify Victim Support Volunteers to work with YOS	Lead Manager RJ/Area Manager Victim Support	Aug 07	insufficient RJ service to provide effective service	Service YOS plan, RJ strategy, victim strategy
Roll out inset RJ across the YOS and provide specialist victim training for a selection of Panel members and reparation sessional worker	RJ Worker/Lead Manage RJ/Prevention Manager	Dec 07	inconsistent roll out	HR & Learning strategy

SUPPORT PARENTING INTERVENTIONS

PERFORMANCE 2006/07

06/07 April – December: % of Interventions with associated Parenting Intervention	9.7%	06/07 April – December: % Parents expressing satisfaction	94%	EPQA: 04 rating	1
07/08 target – 20% of FW & Community Interventions have Parenting Intervention	20%	07/08 target – 20% of Prevention Interventions have Parenting Intervention	20%	EPQA: 05 result	2

OVERVIEW OF 2006/07

Considerable progress has been made in all aspects of parenting work in the past year, assisted by support from the YJB consultancy service. The policy & Procedures for both specialists & other YOS staff has been re-written to enable simple processes that cover referral, assessment, status (e.g. court order) delivery, enforcement, quality assurance & evaluation. A parenting working group has been established which meets regularly to ensure that all parenting work (preventative or court ordered, group programme or individual intervention) is delivered in an increasingly systematic & consistent framework. This group has identified several specific actions for next year; adapting current delivery of parenting groups to match the needs of older Asian parents, some research into the issues of domestic violence from children towards parents & ensuring that the Referral Order Panel members are regularly briefed on progress in parenting work & what's available to them as a resource. As part of the implementation of new policy, parenting awareness workshops in YOS will be run regularly.

An additional parenting worker has been recruited & has been in post since June 2006. This has enabled the number of parenting interventions to increase across both counties. One of the additional effects of developing parenting services has been to reduce family breakdown in several cases. Overall good progress has been made in the quality of services as demonstrated by improved EPQA scores. Record keeping has improved & current performance for parenting interventions for 2006/7 is 9.7 %. This will need further attention to ensure all planned work undertaken by case responsible officers is also identified & monitored against the new target. The addition of a key worker (parenting) post has increased parenting support related to YISP work, already in line to meet new target.

Next steps are to develop the YOS interventions within the wider Children Services & Respect framework in order to increase the overall level of parenting support & enforcement available. This is planned using a matrix co-ordinated by the Local Authority Parents Matter Co-ordinator.

SUPPORT PARENTING INTERVENTIONS ACTION PLAN 2007/08				
ACTION	LEAD MGR	DEADLINE	RISKS TO ACHIEVEMENT	LINKS TO OTHER PLANS/PMs
GOVERNANCE AND LEADERSHIP				
Integrate Parenting interventions within co-ordinated county provision	Prevention manager	March 2008	Complex developments across this area of work could mean slow progress	CYPSP
PERFORMANCE AND QUALITY SYSTEMS				
Fully implement the new parenting policy and associated systems including developing an effective case file system	Prevention manager	June 2007	Poor record keeping for parenting work not carried out by parenting specialists	
RESOURCES				
Develop alternative provision more suited to older Asian parents	Prevention manager	September 2007	Risk of getting wrong emphasis	Race Equality plan
PEOPLE AND ORGANISATION				
Deliver regular parenting workshop to aid staff development & practice consistency	Prevention manager	March 2008		YOS Action Plan
PARTNERSHIP WORK				
Quantify level of 'child on parent' domestic violence & feedback findings to safeguarding Board	Prevention manager	Nov 2007	Full agenda	

ENSURE EQUAL TREATMENT REGARDLESS OF RACE

OVERVIEW 2006/07

The YOS completed a Race Audit and Action Plan (May 2005) which was developed by a RAAP Working Group chaired by the Head of Service, consisting of YOS management, staff representatives, external membership from the LCJB Community & Diversity Officer, Herefordshire Race Equality Partnership and with input from Worcs County Council Corporate Diversity Officer. The following are key issues identified & progress thus far:

1. Agency response to needs of BME young people: A case audit raised issues regarding agency response to the needs of BME young people. RAAP identified that the views of BME young people should be sought and responded to. **Progress:** YOS has circulated the RAAP to key partners to raise awareness of key issues at relevant strategic & operational forums. Team diversity training and a whole service diversity conference was held in February 2007.

2. Data quality issues: The audit highlighted a number of cases of ethnicity recorded as unknown on YOS systems. Actions identified: to reduce the recording of ethnicity as unknown in remand decisions, offences committed & disposals by liaising with Police and Courts re data quality. **Progress:** YOS has worked to reduce ethnicity 'unknowns' on YOS system (currently 3.6% of all cases). Additional work is planned to maximise ethnicity recording and liaison with Police to ensure the ethnicity field on YOT1 is a required field and to remove the 'unknown' option.

3. Criminal Justice Processes: The audit raised issues as to whether YOS/YJ Agencies are meeting BME young peoples needs: (i) the impact of ASBO conditions and likelihood of compliance; (ii) explanation of bail conditions; (iii) appropriate targeting of Bail Support and Supervision services; (iv) appropriate language within Pre-Sentence Reports. **Progress:** No significant ASBO issues, management preview/review? of 'so serious' & 'all option' cases/reports ensuring consistency in 2006/07. The custody review panel reviews all custodial sentences/remands to the secure estate. New remand management policy & guidance will be introduced including needs of BME young people, during 2007/08. Training has been provided for report writers and specific training on gatekeeping & quality assurance will be commenced in 2007/08.

4. Contracting and partnership work needs to incorporate race and diversity issues: The RAAP identified a need to review existing SLAs to incorporate race equality statements within them, and to ensure future SLAs are compliant with YOS Race Equality and Diversity policy. This policy requires development for YOS subcontracted services. **Progress:** All new SLAs include race equality statements and requirements. Existing contracts are being amended at their review period.

5. Service delivery processes (strategic & operation) need to incorporate race and diversity issues: The RAAP agreed that a YOS action plan is required to incorporate race and diversity issues within service provision by monitoring the following (i) young persons' end of order feedback analysis; (ii) changes in Asset/ ONSET scores during intervention; (iii) NS compliance and (iv) fairness of secure placement decisions. **Progress:** The YOS is implementing an internal action plan. Fairness of secure placement decisions is taken into account in the recently re-established custody review plan. . Diversity issues remain a standing agenda item at team & leadership team meetings.

6. Lack of engagement and involvement with BME community groups: YOS is engaged with a range of BME groups/forums and will work to engage with BME community groups through the LCJB Race Forum, working with REC/Race Equality Partnerships across both Counties and by establishing links

with local faith communities, using the inter-faith forum as a consultation mechanism for this YJ Plan. The aim is to enable BME input into service delivery and influence policy and practice development. **Progress:** During 2006/07 the service has engaged with faith communities across Worcestershire & Herefordshire.

7. YOS HR processes: There is a need to develop YOS owned HR policies and procedures specific to the needs and culture of the organisation. This will be undertaken with all new policies and procedures supported by WCC and agreed by the YOS Management Board. **Progress:** During 2006/07 a new YOS induction policy was developed which addresses race & diversity issues which will be implemented at the start of 2007/08

RACE ACTION PLAN 2007/08				
ACTION	LEAD	DEADLINE	RISKS	LINKS PLANS/PMs
PERFORMANCE AND QUALITY SYSTEMS				
Implement ethnicity as required field, & deletion of 'unknown' as option on YOT1s.	Performance & Information Manager	Mar 08	Agreement not reached	RAAP YOS Service Plan
RESOURCES				
New Remand Management Guidance to be implemented.	DHOS	Sep 07		Reduce use of custody
PEOPLE AND ORGANISATION				
Gatekeeping training to ensure reports do not contain inappropriate language or are otherwise discriminatory.	DHOS	Mar 08	Knowledge base of staff	HR & Learning

REVIEW AND APPROVAL OF YJ PLAN

TABLE B: SCHEDULE FOR REVIEW OF PLAN

Review Area	Review Date	Reviewer
Six month full review of progress against the 2006/7 Delivery Plan	December 2007	Management Board
Quarterly review of Delivery Plan within Management Team	July 2007, October 2007, January 2008, April 2008	YOS Leadership Team
Monitoring of Orange or Red Performance Measures	Monthly	YOS Leadership Team

TABLE C: SIGNATURES OF APPROVAL

	Name Of Chief Officer	Signature	Date
Chief Executive Of The Local Authority	Rob Sykes		
Chief Executive Of The Local Authority	Neil Pringle		
Director of Children's Services Worcestershire	Richard Hubbard		
Director of Children's Services Herefordshire	Sharon Menghini		
Health Service : Worcestershire	Vacancy		
Health Service: Herefordshire	Yvonne Clowsley		
Police Service	Sharon Gibbons		
Probation Service	Roger McGarva		
Other Partner(s)			

Appendices

Please provide the following information as appendixes:

- Organisational chart
- Performance measures
- Youth Crime Prevention Strategy

APPENDIX A. ORGANISATIONAL CHART

- See separate attachment

APPENDIX B. PERFORMANCE MEASURES

Performance Indicators

Theme and measure	2005/06 outturn	2006/07 Apr- Dec Outturn	2007/08 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 5%, compared to the 2005/6 baseline, 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>	1104	964	
<p>Intervene early:</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 <i>Asset</i> 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 	<p>Target changed 06/07:</p> <p>Achieved 83.3% against old target of 80%</p>	100%	100%
<p>Reduce re-offending:</p> <p>Achieve a reduction in re-offending rates by 5% in 2007/8, when compared with the 2002-03 re-offending cohort, with respect to each of the following four populations:</p>	Oct-Dec 2002 cohort - % reoffending after 12 months:	Oct-Dec 2005 cohort - % reoffending after 12 months (if available):	Oct-Dec 2006 cohort - % reoffending after 12 months:
Pre-court	19%	32.5%	Reduction of 5%
First tier penalties	60.4%	51.3%	Reduction of 5%

Theme and measure	2005/06 outturn	2006/07 Apr-Dec Outturn	2007/08 Target
Community penalties	63.2%	75.9%	Reduction of 5%
Custody	95.2%	73.3%	Reduction of 5%
Reduce the use of custody (secure remands) (new target): Reduce the use of the secure estate for remands to 9% of the total number of remand episodes, excluding unconditional bail.			9%
Reduce the use of custody (secure remands) (old target): Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional / unconditional bail) to 30%	57.5%	34.9%	
Reduce the use of custody (custodial sentences): Reduce the number of custodial sentences as proportion of all court disposals to 5%	4.85	3.8%	5%
Ensure that all initial training plans for DTOs are drawn up within 10 working days of sentences being passed	67.2%	86%	100%
Support young people engaging in education, training and employment: Ensure that 90% of young offenders who are supervised by the YOTs are in suitable full-time education, training or employment	75.4%	64%	90%
Support access to appropriate accommodation: Ensure that all YOTs have a named accommodation officer and that all young people completing community interventions or on release from the secure estate have suitable accommodation to go to	90.6%	97%	100%
Support access to mental health services: Ensure that all young people who are assessed by <i>ASSET</i> or the Mental Health Assessment Framework 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 or other appropriate CAMHS tier service based on this assessment	100%	100%	100%

Theme and measure	2005/06 outturn	2006/07 Apr- Dec Outturn	2007/08 Target
Ensure that all young people who are assessed by <i>ASSET</i> or the Mental Health Assessment Framework as manifesting non-acute mental health concerns are referred by the YOT for an assessment and engagement by the appropriate CAMHS tier 1-3 service commenced within 15 working days of referral.	94.7%	94%	100%
Support access to substance misuse services: Ensure that all young people are screened for substance misuse	93.8%	95.9%	100%
Ensure that all young people identified with needs receive appropriate specialist assessment within 5 working days of referral, following screening.	94.5%	94%	100%
Ensure that all young people access the early intervention and treatment services they require within 10 working days of assessment	98.8%	99%	100%
Provide effective restorative justice services: (new target): Ensure that victims participate in restorative processes in 25% of relevant disposals referred to the YOT			25%
Ensure that 85% of victims participating are satisfied			85%
Provide effective restorative justice services (old target) Ensure that 75% of victims of youth crime referred to YOTs are offered the opportunity to participate in a restorative process	70.7%	70.9%	
Ensure that 75% of victims participating are satisfied	92.1%	100%	
Support parenting interventions (new target): Ensure that 20% of young people with a final warning supported by intervention, a relevant community based penalty or DTO, their parent/carer(s) receive a parenting intervention.			20%
Ensure that 20% of the young people on prevention programmes, their parent/carer(s) receive a parenting intervention			20%

Theme and measure	2005/06 outturn	2006/07 Apr- Dec Outturn	2007/08 Target
Support parenting interventions (old target): Ensure that 10% of young people with a final warning supported by intervention or a community disposal receive a parenting intervention	7%	9.7%	
Ensure that 75 % of parents participating in a parenting intervention are satisfied	100%	94%	
Ensure equal treatment regardless of race: All YOTs should implement their action plan 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	COMPLETED	COMPLETED	TBC

EPQA

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

APPENDIX C. YOUTH CRIME PREVENTION STRATEGY

WORCESTERSHIRE & HEREFORDSHIRE YOUTH CRIME PREVENTION PLAN 2007/8

Introduction

This plan will set out the strategy for youth crime prevention for the two counties. Given the different nature of each county and the structures & resources available, plans will be specific to each County.

Worcestershire & Herefordshire Youth Offending Service operates within a complex local planning environment comprising of 2 Local Authority areas, 3 Community Safety Partnerships (with differing levels of strategic integration at district level and across partnerships), 2 Drug Action Teams (or equivalent) and several Primary Care Trusts across both counties. From a criminal justice perspective the YOS links with West Mercia Court Service, West Mercia CPS, West Mercia Criminal Justice Board, West Mercia Probation and West Mercia Constabulary

This already complex planning environment has been further compounded over the last 12 months by the implementation of structural changes taking place within key partner agencies including the Police, Health and the Local Authority Children's Services. The critical issue for the YOS will be the degree to which these structural changes will impact on ongoing operational and strategic work, and therefore on outcomes for children and young people. Despite the demands of this complex local planning environment the YOS has prioritised involvement and engagement with partner agencies/strategies and is represented at numerous key strategic forums, including:

- 2 Local Safeguarding Children Boards
- 2 Children & Young People's Strategic Partnerships
- Connexions Board
- DAT or equivalent and Young Persons Substance Misuse Groups
- 2 Children's Fund Boards

The Prolific and Other Priority Offender Strategy (Prevent & Deter) has provided an opportunity for the Police, Community Safety Partnerships, Probation and the YOS to work cooperatively on the management of PPOs and particularly around the need to prevent young people from becoming involved in the criminal justice system. This is an expanding area of work and will be further built upon by the developing YOS preventative agenda.

The YOS has a well-established relationship with both local authority Children's Services and has built on these over the last 12 months with the establishment of Children's Services Directorates. The YOS is actively involved in the Local Safeguarding Children Board and Children and Young People's Strategic Partnership Board in each County. The YOS has contributed to both Children and Young People's plans within each county and prevention of youth crime and re-offending are key factors in both plans. In addition the YOS is working with both Directors of Children's Services on revising the governance, strategic and operational linkages between the YOS and Children's Services. The YOS is also actively involved in early intervention/ prevention initiatives and the Common Assessment Framework. Within Worcestershire, the YOS is also

involved with piloting Targeted Youth Support (TYS) approaches and in Herefordshire the YOS is strongly linked to developments around the Child Concern Model.

In addition the Local Area Agreements in both counties include an element on youth crime prevention (additional focus on NEET young offenders in Worcestershire with Connexions), which ensures that there is a strategic focus on this issue across the authorities and partner agencies.

YOS Area Profile

Across the two counties there are 74,000 Children & Young People. Worcestershire has 56,000 & Herefordshire 18,000

Both Counties have a low crime rate and consequently relatively low rates of youth crime.

Police Divisions are divided into 2 divisions in Worcestershire & a single division covering the whole of Herefordshire. Youth crime prevention work is organised within these areas.

North Worcestershire covers Bromsgrove, Kidderminster & Redditch.

Population of 10-17 year olds is 27,984

South Worcestershire covers Droitwich, Evesham, Worcester & Malvern.

Population of 10-17 year olds is 29,094

Herefordshire covers Hereford, Ledbury, Leominster &

Ross on Wye Population of 10-17 year olds is 18,300

First time entrants to the youth justice system have increased between 2004/5 & 2005/6 & are projected to rise again by the end of 2006/7.

Analysis of this suggests that in the North Worcestershire area there is a disproportionate use of reprimands for low level incidents.

South Worcestershire has a higher proportion of charging compared to the other areas.

Across all areas there is a higher likelihood of going to court first time once a reprimand is assessed as inappropriate.

As a result of this information the use of Final warnings is under review, and discussions are ongoing about the conflicting targets between increasing sanctioned detections and reducing first-time entrants.

Targets

The target set for all Youth Justice Partnerships is to reduce the number of first-time entrants of the baseline figure for 2004/5 by 5% by 2008.

Total figures for both counties are

Baseline year

2005/6 1104 FTE

2006/7 1285 FTE

Target is to reduce to **1049** (reduction of 55 over 2 years)

Current projection is an increase of 14% in 2006/7

To get back to target will require a reduction in 2007/8 of 236 young people on current projections for 2006/7 outturn.

These figures are broadly similar to other YOT areas where large increases have occurred in the FTE's during 2006/7.

Figures above are based on static returns made to the YJB and will be subject of revision as crimes committed in quarters are detected and identified as committed by young people.

Prevention strategies

The Prevent & Deter meetings in each division act as the forum for pulling together youth crime prevention & anti-social behaviour responses. Criminal Justice agencies, ASB staff & some parts of Children's Services regularly attend meetings in Herefordshire & South Worcestershire.

This is providing an increasingly consistent forum for decision-making & case planning at both the prevention stage and linking to those already in the Youth Justice system where there is common or linked concerns (e.g. where groups of young people known to each other are at different stages & require co-ordinated but different approaches) This is also the main forum for identifying those children who will be offered YISP programmes in both counties

North Worcestershire is currently re-focussing and the new process has been implemented from March 2007.

Proposals are in place to combine decisions on the use of ABC's and ASBO's in conjunction with decisions to place on Prevent & Deter to ensure one referral route, reduce duplication & speed up a more effective & well-informed process.

Local Policing

The development of Neighbourhood Policing nationally presents a significant opportunity for youth crime prevention. In the West Mercia policing area this is referred to as the local policing initiative. YOS led prevention work will seek to link with & build on the work of the local policing teams & has the potential to make YOS-led targeted prevention more accountable and responsive to communities and victims.

This is already being achieved through regular updates between the YISP co-ordinator and ASB co-ordinator to ensure that YISP key workers & Police community support officers are briefed on which young people are of concern & receiving intervention. This is also enabling progress to be shared both ways with PCSO's acting as eyes & ears for YISP staff. PCSO's are able to share ongoing concerns, but also improvements & achievements by individuals & groups in their area of responsibility.

Similarly, work with other staff delivering local responses e.g. Neighbourhood wardens will offer ways of managing low-level nuisance & graffiti. Current responses are being developed with wardens identifying relevant reparation opportunities for those on court orders. Generally, large projects will be tackled by the Probation service unpaid work unit, whereas smaller and more ongoing issues can be addressed by individual young offenders.

The local policing teams offer an opportunity to begin to deal with low level offending without bringing more young people into the youth justice system and LPO's are developing youth diversion activities in their local areas, including sports groups.

Training for LPO's, PCSO's and Wardens in mentoring skills is being sought in the North initially, to support the growth of diversionary activity.

In Hereford plans are being considered for the development of a junior Police cadets programme. This is based on the model working in parts of London.

Parenting

Currently parenting work is delivered to both the parents of young people who are on court orders and those engaging with YISP. Parenting policies have recently been reviewed in line with YJB effective practice guidance, and this is leading to more consistency in parenting work delivered throughout the YOS.

Work is underway as part of both Children & Young Peoples strategies to develop co-ordinated & comprehensive parenting strategies from universal access through targeted work to those parents receiving intervention as part of an order.

Worcestershire is developing a tiered approach to parenting work along the lines of the established Manchester City Council model.

Discussions are currently underway to match the use of parenting contracts with the use of acceptable behaviour contracts where this is appropriate.

During 2006/7 there have been a total of 59 parenting support programmes, 20 of which have been through the use of Parenting Orders. 12 Support Groups have run in a variety of venues including community centres & children's centres.

Restorative Justice

Nationally children in care are three times more likely than others to be in trouble with police; In Worcestershire & Herefordshire the picture is more optimistic, where the ratio is that a young person is 1.7 times more likely to come into the youth justice system. This still needs to be improved and there are plans, initially in Worcestershire, to deliver a restorative justice approach in children's homes. This will be coupled with a formal process for ensuring that the Police are need to take action in a reducing number of incidents of a serious nature.

This will involve training staff from children's homes, local police officers and YOS staff. It will be linked in where possible to a limited RJ in schools initiative.

YISP – Worcestershire

The Worcestershire YISP is a prevention programme focussing on reducing youth crime by improving the outcomes for children & young people (8-17).

Referrals are received from a variety of agencies and in particular parents, where a series of risk factors exist for a particular young person.

Following an assessment a multi agency panel is held to agree a plan of intervention, agree a key worker and deliver a multi agency intervention. This will be an individual personal prevention plan agreed with key steps for the young person & agency responsibilities clearly identified.

This is then reviewed regularly. Plans are usually delivered over 6 months.

Children & young people participate in developing their own plan as well as the design of the overall programme.

During 2005/6 there have been a total of 112 children & young people on YISP programmes. Of these x have offended or re-offended.

Knife Crime

As part of the Worcestershire & Herefordshire Youth Offending Service commitment to reducing knife crime amongst young people the Worcestershire YISP is working with children on the programme & a media company to produce a DVD for work with other children & young people in both counties.

MAST– Worcestershire

As part of the early intervention and extended schools development, YISP have co-located a YISP key worker within ELGAR Technology College in Worcester. Working alongside colleagues from family support, education psychology, connexions, the school, and youth services. This project enables much closer integrated working to support pupils at school & in the community. The project focuses on increasing attendance & attainment, improving behaviour and reducing exclusion.

Children's Fund Panel - Herefordshire

The Children's Fund panel in Herefordshire undertakes a YISP programme, which is integrated into the child concern model. Referrals can come from any agency but are managed through the Prevent & Deter process.

Referrals are received from a variety of agencies and in particular parents, where a series of risk factors exist for a particular young person.

Following an assessment a multi agency panel is held to agree a plan of intervention, agree a key worker and deliver a multi agency intervention. This will be an individual personal prevention plan agreed with key steps for the young person & agency responsibilities clearly identified.

This is then reviewed regularly. Plans are usually delivered over 6 months.

Children & young people participate in developing their own plan as well as the design of the overall programme.

Plans are being developed so that ABC/ASB decisions will be made through this process and involve panel referral in most cases.

During 2006/7 there have been 46 personal prevention plans delivered.

In Herefordshire Youth Crime Prevention services are integrated into the "Local Preventative & Family Support Strategy & Delivery Plan"

This includes the development of an integrated parenting support programme.

Fire Service – Herefordshire

The Fire Service is looking at the volunteer cadet scheme with Police. Targeted initially in rural parts of the county to pilot small numbers and to learn how to deliver this to the most isolated children where there are concerns. This will then transfer to urban areas in the county.

The Fire & Rescue Service Community Safety Manager is an integral member of the Prevent & Deter group, linking in the junior firesetters course. Further discussions are underway to enable Staff working in other agencies to feed through homes visited where fires are a high risk.