



# **Youth Justice Plan 2006 – 2007**

## TABLE OF CONTENTS

<b>A</b>	<b>Summary</b>	<b>P03</b>
<b>B</b>	<b>Local Planning Environment</b>	<b>P08</b>
<b>C.1</b>	<b>Governance and Leadership</b>	<b>P09</b>
<b>C.2</b>	<b>Performance and Quality Systems</b>	<b>P10</b>
<b>C.3.1</b>	<b>Financial Resources</b>	<b>P11</b>
<b>C.3.2</b>	<b>Programme Resources</b>	<b>P14</b>
<b>C.3.3</b>	<b>Information Technology</b>	<b>P15</b>
<b>C.4.1</b>	<b>Workforce Planning</b>	<b>P16</b>
<b>C.4.2</b>	<b>Workforce Development</b>	<b>P18</b>
<b>C.5</b>	<b>Partnership Working</b>	<b>P20</b>
<b>D</b>	<b>The Delivery Plan</b>	<b>P21</b>
<b>E</b>	<b>Review and Approval</b>	<b>P54</b>
<b>F</b>	<b>Appendices</b>	<b>P56</b>
	<i>Appendix A: Organisational Chart</i>	<b>P57</b>
	<i>Appendix B: Performance Measures</i>	<b>P58</b>

## A. SUMMARY

### OVERVIEW

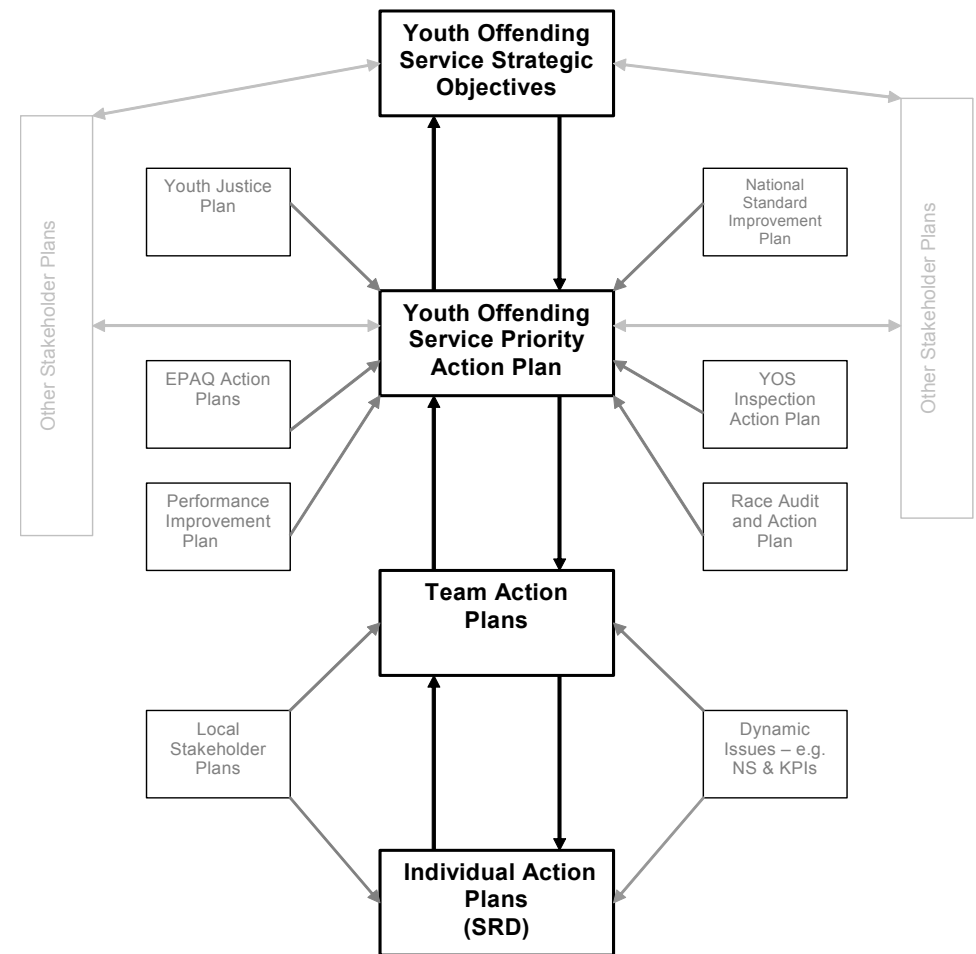
2005/6 has been a year of consolidation by the YOS following the fundamental review and re-organisation of Services at the mid-point of 2005. The YOS, with the support of the YOS Management Board, has undertaken a comprehensive review of the way Youth Justice Services are delivered that has led to the development of a new operational model of service delivery within a re-configured organisation. Full implementation of a new risk led approach within the restructured YOS occurred from July 2005. The goal of both the restructuring and revised delivery model was to enable more focussed and effective delivery of high quality targeted interventions to young people who offend. Early indications are that this goal is being achieved although comprehensive evidence of progress will not be provided until an independent 'one year on' review has been completed in July 2006.

This 2006/7 Youth Justice Plan has been produced in accordance with the YJB requirements. It outlines the main achievements of the YOS in 2005/6 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 across the two counties.

### YOUTH OFFENDING SERVICE PLANNING PROCESS

A key aspect to the review of the YOS has been the introduction of a formal and consistent planning process underpinning all YOS service delivery that identifies the relationship between strategic objectives and the performance and behaviour of all managers, practitioners and support staff in the Service (see diagram). This also defines the relationship between the numerous internal and external plans and agreements that support and influence the work of the Service. At the centre of this process is one comprehensive 'youth offending service priority action plan' that draws on the main priorities from all other plans (including this one) and will drive the work of the Service in 2006/7. This plan will be subject to regular review to monitor progress and update actions as required. Actions in this plan will be drawn down into individual team action plans and then into individual staff action plans. This together with effective supervisory and line management processes should ensure that this planning culture is embedded across the Service.

### Youth Offending Service Planning Process



## **PERFORMANCE AGAINST THE YOUTH JUSTICE BOARD TARGETS**

Throughout this challenging change period the YOS has not only maintained performance but has improved this in some areas against national targets. Performance can be summarised as follows:

	2004/05	2005/06	Areas of Performance for 2005/6
Achieving or Above YJB Target	9	11	Final Warnings, Custodial Sentences, Victim Satisfaction, Parental Satisfaction, ASSET completion X 2, Pre-Sentence Reports, Acute Mental Health, Non-acute Mental Health, Substance Misuse Assessments, Substance Misuse Interventions
Within Band close to YJB Target	7	5	Use of Restorative Processes, Asset Completion x 3, Accommodation
Progress required against YJB Target or No Data	4	4	Custodial Remands, Parenting Interventions, DTO Planning, ETE

This plan identifies strategies and actions to ensure high performance is maintained in current areas and to improve practice where required to increase the YOS national rating for overall performance. The Service is confident that it can improve assessment completion and also the level of parenting interventions it offers from a review of current practice and an increase of resources (for parenting) associated with the extended YJB prevention grant. The Service will need to develop more effective partnership working and will need assistance from the Management Board and key partners to improve performance against accommodation and ETE in particular. The YOS will work with the Courts and the Secure Estate to review performance against custodial remands and DTO planning although these measures are typically more outside the control of the Service. Improvements against the Restorative Justice target may not be significant until the recruitment of a RJ worker scheduled for April 2007.

Despite this improvement in performance the YOS has been allocated an overall performance score of 2 by the Youth Justice Board. This score is derived from a performance framework which takes into consideration not only performance against the YJB KPIs, but also for National Standards adherence, improvements in the quality of key areas of practice (via the EPQA audits and improvement plans) and overall recidivism rates (see below). This means that the Service still has a considerable distance to travel to be viewed as a top performing YOS nationally. In particular, the YOS needs to continue recent improvements demonstrated in national standards adherence and also show marked improvements in quality via its EPQA improvement plans. The Service has set a target to achieve a minimum rating of 3 in the next twelve months.

## **RECIDIVISM**

In terms of assessing the effectiveness of the YOS, the most important performance measure relates to the reduction of re-offending rates. The headline two year follow up recidivism figure of 54% for the 2003 cohort of young people (that is young people receiving a pre court disposal, sentenced or released from custody between October and December 2003) is considerably higher than the 2002 cohort of 42%. The current re-offending levels are the same as those identified for the 2001 cohort. They remain lower than the baseline 2000 cohort of 58%. A more detailed breakdown over the last 3 years shows that between the 2001 and 2003 cohorts, re-offending levels for pre-court (41% in 2001 compared with 40% in 2003), first tier penalties (69% compared with 68%) and custodial sentences (90% compared with 74%) have reduced. Conversely those associated with community penalties (77% compared with 85%) have increased.

An initial analysis of the cohorts for 2002 and 2003 identify that the young people in the 2003 cohort typically committed offences of a higher gravity suggesting that this cohort may have contained young people more entrenched in offending. It remains a considerable difficulty of comparing annual cohorts that there is no control or matching of either the characteristics of the young people or their offending history. Whilst initial analysis suggests there are no obvious differences in basic characteristics (age, race, gender, initial assessment scores) further investigation is required to see whether increases in offence gravity are matched by the inclusion of young people with a more established offending history. The significant increase in police detection to sanction rates in West Mercia will also have a considerable impact on the differing re-offending levels of these cohorts. As at January 2006, West Mercia Constabulary was one of the best performing forces nationally with 31.9% of all detections leading to a sanction. This is considerable above the national figure of 23.6% and is a significant improvement on past performance – the baseline for West Mercia in September 2004 was 23%.

Overall, the difficulties identified above together with the relatively small cohort sizes highlights the difficulty of drawing meaningful comparisons from different cohorts and in 2006/7 the YOS will seek to undertake a more valid and reliable study of recidivism rates to evaluate the effectiveness of the criminal justice partners in contributing to the reduction in youth crime.

In the last twelve months the YOS have introduced a number of initiatives aimed at having a direct impact on the reduction of further offending – these include the development of the prevention strategy to reduce the number of first time entrants, the introduction of a comprehensive risk led approach to target those young people at highest risk of offending, the in-house provision of ISSP programmes and the development of re-settlement services to assist those young people on release from custody. Any impact of these initiatives on re-offending levels will not be assessed until 2007 at the earliest.

## **IMPROVEMENTS IN QUALITY ASSURANCE AND PERFORMANCE MANAGEMENT**

The YOS continues with its programme to improve the quality of service delivery via its cycle of Effective Practice Quality Assurance Audits and Improvement Plans. Initial audits have been completed in 2005/6 in the areas of Substance Misuse and Resettlement. An initial score of 1 shows there is considerable progress to be made in both areas in the next 12 months although the foundations for these improvements are well developed, particularly for substance misuse services. The aim is to improve the quality of service delivery in both these areas to achieve a score of 2 in the next twelve months. As well as implementing the improvement plans and re-auditing practice in these areas in 2006/7, the YOS will also commence quality assurance cycles for the delivery of effective remand management and mental health services.

The YOS also completed its second national standards audit in January 2006 (for the period October to December 2005). Overall compliance rates against national standards is currently 67%. Whilst this is slightly below the national average of 70%, it represents a 75% improvement on a similar audit completed 12 months before. This shows the YOS is capable of significant progress in this area and this will be achieved in 2006/7 via the national standards improvement plan.

These improvements are mirrored by an increased focus on performance management. During 2005/6 the YOS has significantly invested in management and team development with all staff and managers undertaking a training and development programme designed to improve the performance and effectiveness of the YOS. This has led to the development of 5 strategic objectives (see below) which underpin all the work of the YOS. In addition, the YOS has developed a Service Plan which encapsulates the key strategic actions arising from internal and external plans/strategies (e.g. EPQA, National Standards, KPI's, YJ Plan, YOS Inspection Action Plan, Race Audit & Action Plan and partner agency plans). Each action within the YOS service plan has an identified accountable lead manager who has service wide responsibility for the area. This service plan has been developed by the YOS Leadership team and by April 06 will be translated into specific team and individual action plans. The YOS service plan will be reviewed and updated on a quarterly basis to ensure progress is made against the actions. Progress in relation to the YOS Service Plan will be submitted to the YOS Management Board.

### **THE WORKLOAD OF WORCESTERSHIRE & HEREFORDSHIRE YOS IN 2005/6**

A review of workload over the last three 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 makes recent improvements in performance impressive. The YOS are now applying a dedicated youth offending service workload formula to current workloads and have identified that there is a current shortfall of staff to deliver the core statutory duties required. The YOS Head of Service will continue to discuss solutions to this with the YOS Management Board in 2006/7.

	2003/4	2004/5	2005/6	% change 2003/5
Reports completed by YOS	700	623	635	-9%
Start Assessments / Interventions Managed by YOS	1204	1447	1567	+30%

### **KEY ACHIEVEMENTS IN 2005/6**

The YOS set itself a range of key objectives in 2005/6 and in addition to this was successful in a number of other important areas. These achievements can be summarised as:

- **Implementation of the revised YOS model based on the delivery of local high quality youth offending services**
- **Implementation of the risk led approach – this has been fully implemented and will be subject to ongoing scheduled reviews to ensure it is embedded into the working practices of all staff.**
- **Development of comprehensive planning and performance framework, including associated training for staff and management.**
- **Implementation and roll-out of enhanced information management system to assist case monitoring and recording.**
- **Successfully leading on the implementation of PPO schemes across Worcestershire and Herefordshire.**
- **Implementation of YOS Inspection Plan.**
- **Development of Prevention Plan.**
- **Undertaking comprehensive staff survey.**

### **KEY OBJECTIVES FOR 2006/7**

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

1. **Prevent offending by children and young people.**
2. **Empowered and motivated workforce.**
3. **Improve outcomes for victims.**
4. **Increasing awareness of and confidence in Youth Justice System for all stake holders.**
5. **Achieving 5 ECM outcomes for young people and their families.**

### **Assessment of the Chairs of the YOS Management Board**

Building on a successful inspection report in mid 2005, during the last 12 months Worcestershire & Herefordshire YOS has continued to develop and deliver a high quality, risk led approach to preventing offending and re-offending by children and young people. A key aspect of this was the restructuring of the YOS in late 2005 which, coupled with the introduction of a comprehensive risk led approach, has laid the foundations for strong Youth Justice services across both counties addressing the needs of children and young people at risk of/involved in crime and anti-social behaviour as well as being responsive to the needs of the local community.

The YOS Management Board recognises that structural changes within the YOS and across partner agencies have the potential to impact in the short term on performance and is pleased that, despite this risk, performance improvement has been maintained within key aspects of service delivery particularly around National Standards compliance. Given the fundamental strength of the YOS and the commitment from management, staff and members of the YOS Management Board, it is anticipated that, as these developments become embedded and consolidated, longer term gains will be seen through improved outcomes for children, young people, families and victims affected by crime and anti-social behaviour.

The YOS Management Board believes that the YOS is fully engaged within the developments around Children's Trusts and that there are important and strong linkages to be made between integrated Children's Services in both counties and the Youth Offending Service, particularly around the preventative agenda. This can be seen by the inclusion of 'youth crime' and 'prevention' outcomes within the Children and Young People's Plans in both counties. The YOS Management Board welcomes the additional preventative funding from the Youth Justice Board and is supportive of the partnership approach taken by the YOS in determining how best to utilise this new resource.

The Youth Justice Plan sets out the broad strategic direction for the YOS over the next 12 months, highlighting areas of strength as well as areas for further improvement. As a Management Board we are committed to supporting the YOS as it seeks to build on current strengths and address areas requiring further improvement. We are committed to ensuring that partner agencies (both those within the criminal justice system and social care) take an active role in providing support for the YOS in providing improved outcomes for young people involved in crime or anti-social behaviour.

**Rob Sykes & Neil Pringle (Co-Chairs of the YOS Management Board)**

## B. LOCAL PLANNING ENVIRONMENT

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 (the West Mercia area covers two YOS areas namely Worcestershire & Herefordshire and Shropshire, Telford & Wrekin with some West Mercia meetings being shared between both Services). This already complex planning environment has been further compounded over the last 12 months by the 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 x Local Safeguarding Children Boards
- West Mercia Courts Services, Mtgs of Youth Court Chairs
- DAT or equivalent and Young Persons Substance Misuse Grps
- 2 x Children & Young People's Strategic Partnerships
- Connexions Board
- MAPPA Strategic Management Board
- CAMHS Strategic Groups
- Crime & Disorder Reduction Partnerships

In addition the YOS has benefited from a strong Management Board co-chaired by the Local Authority Chief Executives and attended by Senior Strategic managers within partner agencies. This has helped ensure that the objectives of the YOS are linked with the relevant key local partnership strategies. Following the restructuring of Worcestershire County Council, at the end of 2005, the YOS is now located within the Children's Services Directorate with more detailed line management and structural arrangements to be determined over the next 6 months.

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 is also a member of the West Mercia MAPPA steering group and is ensuring strong operational and strategic linkages with MAPPA through the revision of the YOS Management of Risk Policy and associated internal training supported by MAPPA.

Strong linkages have been maintained with West Mercia Constabulary with senior involvement within the YOS Management Board, YJ Forum and ISSP steering group. In addition, a joint IT project is underway to enable the YOS to utilise WMC IT infrastructure in support of YOS objectives.

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.

The YOS Inspection Report (2005) recognised the complex local planning environment and the demands this places on YOS senior management. The development of Children's Trust arrangements will provide a new focus on meeting the needs of all children and young people within the YOS area and efforts are being made to ensure that the needs of young people at risk of, or involved in, crime/anti-social behaviour are adequately addressed within this partnership arrangement.



## C.1 GOVERNANCE AND LEADERSHIP

The YOS Management Board is currently joint chaired by the Chief Executives of both Local Authorities and enjoys senior representation from key partner agencies. The Management Board meets on average three times per year, alternately in each county. Due to the development of the local authority Children's Services Directorates, restructuring with the Councils and the appointment of Directors of Children's Services the YOS Management Board have requested that a review of governance arrangements is undertaken during 2006 (including consideration of inviting other partner agencies to be involved eg LSC, Connexions and Housing). This work is being undertaken by the YOS Head of Service and Directors of Children's Services and is anticipated to be completed by September/October 2006 (in line with the structural arrangements for integrated Children's Services in both counties). During this period the YOS Management Board will continue to provide governance arrangements for the YOS. Alongside this, as partner agencies restructure (Health, Police etc) the YOS Management Board will seek to ensure that appropriate representatives continue to actively participate in the governance of the YOS.

The Youth Justice Forum continues to be an important mechanism to engage and involve a wider group of key stakeholders. The YJ Forum takes place on a quarterly basis and examines a range of operational and strategic issues relating to youth crime and anti-social behaviour.

During 2005/6 the YOS has significantly invested in management and team development with all staff and managers undertaking a training and development programme designed to improve the performance and effectiveness of the YOS. This has led to the development of 5 strategic objectives which underpin all the work of the YOS. In addition, the YOS has developed a Service Plan which encapsulates the key strategic actions arising from internal and external plans/strategies (e.g. EPQA, National Standards, KPI's, YJ Plan, YOS Inspection Action Plan, Race Audit & Action Plan and partner agency plans). Each action within the YOS service plan has an identified accountable lead manager who has service wide responsibility for the area. This service plan has been developed by the YOS Leadership team and by April 06 will be translated into specific team and individual action plans. The YOS service plan will be reviewed and updated on a quarterly basis to ensure progress is made against the actions. Progress in relation to the YOS Service Plan will be submitted to the YOS Management Board.

**TABLE A: COMPOSITION OF MANAGEMENT BOARD**

<b>Name</b>	<b>Agency representing</b>	<b>Post in agency</b>	<b>Ethnicity</b>	<b>Gender</b>
<b>Chair: Rob Sykes (Alternating)</b>	Worcestershire County Council	Chief Executive	White	Male
<b>Chair: Neil Pringle (Alternating)</b>	Herefordshire Council	Chief Executive	White	Male
<b>Richard Hubbard</b>	Children's Services Worcestershire	Director of Children's Services	White	Male
<b>Sue Fiennes</b>	Children's Services Herefordshire	Director of Children's Services	White	Female
<b>Yvonne Clowsley</b>	Herefordshire PCT	Head of Planning & Modernisation Support	White	Female
<b>Colin Vines</b>	South Worcestershire PCT	Head of Mental Health Commissioning	White	Male
<b>Sharon Gibbons</b>	West Mercia Constabulary	Superintendent (Temp)	White	Female
<b>David Chantler</b>	Probation Service, West Mercia Area	Chief Executive	White	Male
<b>Andrew McConnochie</b>	Worcs. & Herefds. YOS	Head of YOS	White	Male

## C.2 PERFORMANCE AND QUALITY SYSTEMS

The YOS Management Board continues to have overall responsibility for performance management and receive written progress reports at every meeting. These are supplied in advance to allow any further requested information to be provided thereby enabling effective discussion at the meeting. These reports contain up to date 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 addressed.

Within the YOS, the Head of Service, Deputy Head and Information and Performance Manager (IPM) regularly review performance. Areas reviewed include the KPI's, National Standards compliance, EPQA and adherence to the Performance Improvement Plan, which was implemented in April 2005. All areas of performance are also discussed at the monthly Leadership Team meetings attended by all senior and operational managers.

The Information and Performance Manager, who is part of the YOS Management Team, is responsible for ensuring continued quality of data and the provision of all performance related documents and information. She maintains the pro-active co-ordination of quality assurance and data checking procedures aimed at producing reliable and valid information. These include :

- Providing operational managers with details of outstanding data needs
- Discussing new procedures with administration staff to increase accurate data recording
- Circulation of, and briefing on, all performance figures to all staff containing area breakdowns both in figure and chart format.
- Updating recording guidance for YOISPlus when changes in practice occur.

There continues to be emphasis given to the importance of improving performance with all three teams receiving quarterly figures and commentary specific to their team. 2006/07 will see the introduction of some KPIs broken down further to an individual worker level. This will enable operational managers to identify where performance needs improving through highlighting knowledge deficits in specific workers. These can then be addressed either by further training or through the SRD process. This further level of monitoring will be provided for specific areas of performance where improvement has not been consistent. This should facilitate accurate identification of training required to allow for the effective deployment of resources.

Particular attention is being given to supporting specific teams where performance has not improved to the level required. This will involve a targeted focus on performance and quality improvement during a two week team development period. This intervention will address recording and performance issues, risk, assessment, and team performance.

The recent improvement across 19 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 was also reissued and each of the YOISPlus wizards 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.

All operational managers have been provided with detailed guidance regarding the KPIs and the YOISPlus wizards to enable them to regularly review their own team's performance and be proactive in achieving improvements. This has led to a greater ownership and understanding of how performance is measured and the submitted figures calculated.

2006/7 will also see the introduction of dip-sampling using 'end of order checklists' by the IPM and her Information Assistant. This further check will enable any areas of guidance and/or clarification required at an operational management level. Changes in counting rules and recording practices have led to this need to dip-sample to allow for the effective deployment of training resources.

Specific actions agreed upon to improve performance across individual themes are detailed in the relevant section of the plan.

### C.3.1 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 2006/07. The YOS Management Board have agreed the budget for 2006/07 based on the 05/06 budget plus inflation as follows:-

- West Mercia Probation 0.5% uplift
- Worcestershire Social Services 2.3% cash uplift
- Herefordshire Social Services 2.3% cash uplift
- Worcestershire Education 2.3% cash uplift
- Herefordshire Education 2.3% cash uplift.
- Worcestershire Health (from Table 27d) 2.3% cash uplift
- Herefordshire Health (from Table 27d) N/A
- West Mercia Constabulary 2.3% cash uplift
- Local Authority Chief Executive N/A

In addition the Children's Fund grant allocation to Worcestershire for 06/07 is £259,107. This is an overall reduction of core YISP funding of 11.9%. The provision of projects funded by the Children's Fund have been re-profiled to maximise this funding stream and have resulted in changes to service design and commissioning of external services. In addition, the Worcestershire Children's Fund Board has agreed to allow the YOS to carry forward under spend from the current financial year to be utilised on service delivery in 06/07. This will enable the YOS to continue to deliver a reduced mentoring service over the next twelve months.

The YOS have received an uplift of 2.75% from the Youth Justice Board in 2006/07. This should be viewed in the context of a 9.86% increase in 2005/6. The YOS has also received a new prevention grant amounting to £643,148 over three years and broken down as follows:

05/06 £27,423  
06/07 £262,109  
07/08 £353,616

An LAA/ LPSA2 bid has been submitted within Worcestershire around the issue of reducing re-offending and improving engagement in ETE. If successfully agreed, it is anticipated that this funding will come online during mid 2006.

The agreed budget for the YOS for 2006/07 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 significantly 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 salary increases above partner agency funding over the last three years. In 2006/07 the YOS is likely to face major infrastructure challenges associated with office accommodation in one team as well as needing to invest in a new IT infrastructure to ensure that case management and information systems are reliable and efficient. Both these issues are being addressed with partner agencies.

<b>TABLE A1: SERVICES PLANNED FOR THE FINANCIAL YEAR 2006/07</b>	
<b>CORE ACTIVITY</b>	<b>BUDGET EXPENDITURE (£)</b>
Preventive services	622,286
PACE Services	22,169
Pre-court services	287,745
Court-based services	341,372
Remand services	110,844
Community-based services	1,430,475
Through care / after care (including RAP)	137,000
Other orders	471,256
<b>Total:</b>	<b>3,423,148</b>

<b>TABLE A2: YOUTH OFFENDING TEAM BUDGET FOR THE FINANCIAL YEAR 2006/07 – SOURCES</b>				
<b>AGENCY</b>	<b>STAFFING COSTS (£)</b>	<b>PAYMENTS IN KIND REVENUE (£)</b>	<b>OTHER DELEGATED FUNDS (£)</b>	<b>TOTAL (£)</b>
Police	153,441	140,241		293,682
Probation	105,229	69,641	30,650	205,520
Worcestershire Children's Services	350,123	544,840		894,963
Herefordshire Children's Services	149,369	161,870		311,239
Worcestershire Health (from Table A2b)	40,000	63,048		103,048
Herefordshire Health (from Table A2b)	54,500			54,500
Local Authority Chief Executive				
Additional Funding (from Table A2a)		1,560,196		1,560,196
<b>Total</b>	<b>852,662</b>	<b>2,539,836</b>	<b>30,650</b>	<b>3,423,148</b>

<b>TABLE A2a: ADDITIONAL SOURCES OF INCOME</b>	
<b>ADDITIONAL SOURCE</b>	<b>AMOUNT (£)</b>
Single Regeneration Budget	
European Funding	
Youth Justice Board	1,159,297
Other	400,899
<b>Total (for inclusion in Table A2)</b>	<b>1,560,196</b>

\*This includes General Grant and ISSP Grant

<b>TABLE A2b: HEALTH SERVICE CONTRIBUTIONS TO THE YOS</b>	
<b>HEALTH CONTRIBUTION: Funding source</b>	
Source 1: Worcestershire PCTs	<b>103,048</b>
Source 2: Herefordshire PCT	54,500
<b>Total (for inclusion in Table A2)</b>	<b>157,548</b>

### C.3.2 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 Services 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, appropriate accommodation), the YOS continues to struggle in performance terms. The Yos Management Board has an increased awareness of these relationships and continue 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 via the YOS specialists and their link back to SPACE and ZIGZAG (Worcestershire Young People's Substance Misuse, and Herefordshire Young People's Substance Misuse). These services currently benefit from a full staff compliment. The YOS will review working protocols this year to ensure it is achieving best practice in its partnership work
- Mental Health Services – these services continue to perform consistently well with the specialists linking back with mainstream CAMHS services. Accessing appropriate transition services remain the biggest difficulty.
- Accommodation Services – the YOS accommodation officer left in 2005/6 and the position remains vacant. Discussions are ongoing with key housing partners to explore how best to deliver accommodation services to the YOS. The YOS aims to achieve more effective integration with the district housing teams. There are still considerable difficulties in accessing appropriate accommodation, with access to appropriate bail and remand placements a particular barrier to progress.
- ETE Provision – pre-16 provision continues to improve and the YOS has good working relationships with local integrated children's services. Accessing post-16 provision remains a considerable barrier to progress. The YOS has continued to improve its working relationship with Connexions in 2005/6 and there are a number of joint initiatives aimed at moving practice forwards including an LAA(LPSA2) project.
- Parenting and Victim Services – The YOS will use new YJB prevention monies to recruit an additional parenting worker in 2006/7. This should make a significant contribution to moving forward performance. The YOS also hopes to recruit a restorative justice worker (in 2007) to work with current victim workers to improve this aspect of service delivery.

The YOS are also active in programme resource development. In 2005/6 the Service integrated ISSP, Bail Support and Specified Activity provision into the local Area Teams. Early indications are that this has led to the provision of more consistent and higher quality services – an independent review scheduled for July 2006 will provide a more objective evaluation of the effectiveness of this change. The YOS also aims to build on the quality of current interventions and programme delivery and has invested in Pathway Plus (a structured intervention/programme package). The YOS will ensure any development of programmes and resources is achieved within the risk led framework so that interventions are delivered based on the presenting levels of risk of the young person. Furthermore, the YOS will be undertaking an overall review of programme provision within the service with a view to establishing a more coherent and structured approach to programme delivery within risk led interventions.

In terms of promoting equality and diversity, the YOS have established a Diversity group which has overall responsibility for the implementation of the Race Action Plan. This includes a comprehensive review of all areas of service delivery as well as a review of all policies, SLAs and partnership agreements to ensure issues of race and diversity have been addressed.

The YOS continues to work effectively with Youth Support Services (YSS) and the reconfiguration of these services within a new contract between the two partners and the associated secondment of YSS staff into the YOS in 2005/6 has established a framework for continued partnership work. The YOS also work in partnership to provide, or have access to, a number of other programmes targeted at the range of young people's risk factors and needs identified through ongoing assessment practice. Of particular importance are:

- Family Support Services (delivered by Relate); PAYP (multi-agency delivery); Children's Fund mentoring (YSS); 'Positive Parenting Programme' (trained YOS staff); RJ in Schools (YOS preventative services); Jigsaw Offending Behaviour Programme (trained YOS staff); Sex Offender Programmes (NSPCC); Intensive cognitive-behavioural programmes (YOS staff)

The programmes identified above highlight the extent to which the YOS are constantly seeking to move forward provision with its local partners. The development of appropriate resources is a strong theme throughout this plan.

### C.3.3 INFORMATION TECHNOLOGY

The YOS have three 128kb leased lines between their offices at Worcester, Redditch and Hereford. There is also a link up to Worcestershire County Hall for accessing financial applications relating to salaries and expenses, and for all internet access and external email. The lines between the three area offices are used to utilise the YOIS Plus (Youth Offending Information System) case management database, for internal email and for accessing shared documents and other resources. Remote access to YOS applications is through three analogue connections to a RAS server, which operates through a dial in connection from a modem at a slow speed of 33.6Kb. Each area office has its own server but in order to access YOIS and internet has to connect to the Worcester server as the main host of the applications.

The YOS has increased its use of Secure Email over the last six months. This is accessed through a web-based application. Currently its main uses are to:

- supply the YJB Placements Team with booking forms, Assets, vulnerability factors etc
- receive YOT1's from West Mercia Constabulary (these contain offence, offender and victim details)
- obtain missing court results from West Mercia Magistrates Courts
- supply breach packs to West Mercia Magistrates Courts

Xhibit is used to obtain Crown Court generated information such as PSR requests and hearing outcomes. Again, this is accessed through a web-based application. However, access to the web is slow and cumbersome at times limiting the efficiency of these locally agreed procedures.

Plans for 2006/07 involve the merger of YOS I.T. systems with the West Mercia Constabulary 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 plan is that YOS change over to using the Police lines as a tunnel to access each office. There would be no alteration of work methods, merely the lines of communication used. Remote access would be by using the Police's standard Cable and Wireless secure dial in. Laptops would need to 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. The advantages of this merger include:

- Multi agency/partnership working
- Utilising network connections that already exist.
- Security procedures of the highest level
- Automatic refreshment of kit and equipment every five years if owned by Police.
- Buying power of the Police and future developments made by WMC will impact positively on YOS.
- Improved connectivity to web-based applications
- Increased access to YOIS Plus case management system to improve the efficiency of staff time.

The completion date for the merger is planned as June 2006 and once this has been completed it will allow for the exploration of other avenues and uses of ICT which will support the delivery of youth justice services and increased community engagement.

Any ICT specific actions agreed upon to improve performance across individual themes are detailed in the relevant section of the plan.

## C.4.1 WORKFORCE PLANNING

The YOS comprises of 161 staff and an additional 113 volunteers. The majority of staff within the service are white with Black and Minority Ethnic 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 and the Service's Inspection Action Plan. Actions include reviewing HR policies, further developing the links with the local Race Equality Council, continuing involvement with the LCJB Race and Diversity Issues Group, and Worcestershire's Equalities Group. The YOS has also developed links with the Worcestershire County Council Black Colleagues Group (BCG) and commissions external mentoring support for BME staff/managers within the service.

In 2006/7 arrangements for providing HR support to the YOS by Worcestershire County Council will 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. Staff turnover across the YOS is at 10.6% and sickness is at 1.41 episodes per person. Overall the YOS is adequately staffed although significant difficulties continue to exist within the North Worcestershire team which has a higher turnover and is more difficult to recruit to as a result of market force issues arising from its close proximity to Birmingham. 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 continues to work to ensure that policies, procedures and practices are in place to continue this. This includes a focus on developing staff skills through training and development opportunities, mentoring/ support for BME staff and managers, regular staff surveys, team building/development opportunities and staff care events.

During 2005/06 the YOS was restructured with all direct services being delivered from 3 geographically based teams in Redditch (covering North Worcestershire), Worcester City (covering South Worcestershire) and Hereford (covering Herefordshire). Each Area Team comprises a Case Planning and Intervention Unit and a Court, Bail and Assessment Unit with each being managed by an Area Team Manager. The structure supports a risk led intervention and case planning model of working, and ensures responsiveness to local need to enable the YOS to maintain better links with other local agencies. The restructuring and implementation of the new model of working has been a significant step and a full review of both the restructure and operation of the model is planned for the end of first quarter of 2006/07.

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.

The YOS continues to receive significant direct funding within Worcestershire from the Children's Fund, for preventative services, and this will be further enhanced by the new prevention funding from the Youth Justice Board. 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 to enable it 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 VLO's being able to bring a range of valuable skills and experience of victim working to the YOS. The independent nature of the VLO's 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, have in 2005/06 seconded their staff into the YOS area teams leading to a more integrated model of delivery of youth justice services.

The Accommodation Officer post in the YOS is currently vacant and negotiations are continuing with the seven district housing authorities as to how the post is best filled.



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

	Managers Strategic	Managers Operational	Senior practitioners (FT)	Senior practitioners (PT)	Practitioners (FT)	Practitioners (PT)	Administrative	Sessional	Students/trainees	Volunteer	Total
Permanent	2	5	1		7		13				28
Fixed Term					7	1	5				13
Seconded Social Services											
Seconded Probation		1				1					2
Seconded Police					3						3
Seconded Health					1	1					2
Seconded Education					6	4					10
Seconded Connexions											
Seconded Other		1			19	5		56			81
Outsourced										40	40
Temporary										56	56
Vacant					3	5	1				9
<b>TOTAL</b>	<b>2</b>	<b>7</b>	<b>1</b>		<b>46</b>	<b>17</b>	<b>19</b>	<b>56</b>		<b>96</b>	<b>244</b>
<b>Gender/Ethnicity</b>											
White Male	2	4	1		16	5	2	17		25	72
Black Male		1				1					2
Asian Male					1						1
Mixed Race Male											
Chinese/Other Male											
White Female		2			25	6	16	38		67	154
Black Female										1	1
Asian Female					1					3	4
Mixed Race Female											
Chinese/Other Female								1			1
<b>TOTAL</b>	<b>2</b>	<b>7</b>	<b>1</b>		<b>43</b>	<b>12</b>	<b>18</b>	<b>56</b>		<b>96</b>	<b>235</b>

NB. The totals are different due to the 9 vacant posts.

## C.4.2 WORKFORCE DEVELOPMENT

The YOS has allocated approximately 1.5% of its total budget for workforce training and development in 2006/7. 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. In 2005/06 the YOS provided financial systems support for the YJB regional HR & Learning advisor.

**Training Needs identified for 2006/07:** These are set out in the table below. It is unlikely that all these needs will be met within the budget allocated and the priority needs are highlighted.

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

**Links to the Performance Management Framework:** The 2 EPQA areas subject to improvement plans in the YOS are Resettlement and Substance Use. Resettlement training is included in the training plan including some specific training for staff who undertake the chairing of sentence planning meetings. Substance Misuse training has been provided, to multi-agency groups of staff, by a partner agency. This arrangement will continue in 2006/07. There will be training on YOIS+ 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 for 2006/07, although less places will be required than in previous years. There are four staff undertaking the Foundation Degree and another 2 staff have identified undertaking the FdYJ as part of their learning plan for 2006/07.

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). There is an action plan in place to ensure that all staff have a fresh SRD plan in place by the end of April 2006. The links between service planning and the individual appraisal process are currently being developed in conjunction with an ongoing team development training and action planning process. The YJB staff appraisal process is being evaluated locally to see if elements of it may augment the current SRD.

**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. Some specific management development and support is commissioned directly by the YOS. The leadership team have recently been through a leadership development process which will be continue during 2006/07. Two 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. A partner organisation provides mentoring training.

**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 Luton University 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

As has been noted previously the YOS is actively engaged with a variety of partner agencies across a wide range of issues. The most significant are as follows:

- ETE (school age)  
The educational needs of young people of school leaving age that are known to the YOS are addressed through regular joint meetings between the YOS, Children Services (Education) and Connexions across both counties. These forums look at operational and strategic issues relating to young people who are NEET.
- ETE (over school age)  
The YOS continues to have a strong strategic and operational relationship with Herefordshire and Worcestershire Connexions. As part of the Worcestershire Local Area Agreement it is planned to implement a joint project with Connexions to focus on engaging and encouraging young people of school leaving age who are involved in with the YOS into full time ETE.
- Early Intervention & Prevention (Worcestershire)  
The YOS is actively involved with Children's Services in the development of an integrated approach to early intervention and prevention (including CAF). This is particularly evident through the involvement of the YOS in the TYS (Targeted Youth Support) project and very early intervention work being developed around a local High School and feeder primaries. In addition a significant proportion of the YOS prevention grant 2005-08 is being spent on developing and expanding existing YISP services (funded by the Children's Fund) to ensure county wide coverage for all young people aged 8-17 (currently limited to 4 geographical areas and 8-13 year olds).
- Early Intervention & Prevention (Herefordshire)  
The YOS is actively involved with the Child Concern Model (early intervention and prevention model) within Herefordshire and is contributing to the review of this approach. As above, a significant proportion of the YOS prevention grant 2005-08 is being spent on developing and expanding existing Children's Fund Panel (YISP type model) services (funded by the Children's Fund) to ensure county wide coverage for all young people aged 8-17 (currently geographically and age limited).
- Engagement of community and voluntary sector  
The YOS has an established relationship with the community and voluntary sector which it intends to build on in 2006/7. Work is being undertaken to develop links with a wider range of CVS partners and to engage with Faith Communities across both counties.
- SPACE (Young People's Substance Misuse Service, Worcestershire)  
The YOS has a strong relationship with SPACE and is involved at all levels across the substance misuse agenda for service delivery (3 substance misuse workers in YOS), involvement in service development, commissioning, and strategic management.
- ZIGZAG (Young People's Substance Misuse Service, Herefordshire)  
The YOS has taken a key role in supporting the review of ZigZag, and is contributing to the re-focusing of the service. The YOS substance misuse worker in Hereford acts as the Senior Practitioner (Co-ordinator) for the service.

# **DELIVERY PLAN**

## PREVENTING OFFENDING

### PERFORMANCE & TARGET

<b>05/06: Number of Direct/Actual First Time Entrants (Apr to Dec)</b>	<b>879</b>
<b>06/07: Target reduction of Direct/First Time Entrants</b>	<b>2% (= 18 YP)</b>

### OVERVIEW OF 05/06

The YOS only report on the prevention measure on an annual basis and this data is not available until April. The YJB have changed the KPI for 2006/7 onwards and the YOS has established a baseline of 879 first time entrants between April and Dec 2006. Achieving a 2% reduction in the same period in 2006/7 will require 18 less young people entering the criminal justice system for the first time. The YOS aims to achieve this by way of a significantly expanded prevention provision building on the additional YJB grant available from April of this year. The Service will recruit a full time prevention manager and will extend both the age range and the geographical areas covered by the Youth Inclusion Support Panel and Children's Fund Panel. In 2006/7 YISP and CF Panels will take referrals on young people aged 8–17 years from any area in either county. Provision of YISPs differs across the two counties with an independent Children Fund Service in Herefordshire and a YOS co-ordinated Service in Worcestershire. The recruitment of the new prevention manager will provide an opportunity for more effective co-ordination of the two YISP provisions and ensure there is consistency of practice, monitoring and evaluation. The Prevention Manager will sit on both Management Boards, line manage the YISP Co-ordinator, and have significant contact with the Children's Fund Panels. The expanded service should give the YOS more influence over achieving the new YJB target although other factors not within the control of the Service (e.g. local policing policy) will have a significant influence on performance.

The Service also aims to recruit an additional parenting worker with the additional prevention monies aimed at providing both support services to young people and their families at the prevention stage but also to provide wider support to the YOS to improve progress against the parenting target. In a separate bid, the YOS also hopes to recruit a restorative justice worker from 2007 and will make RJ a key component of integrated support plans.

The YOS also continues to play an active role in the development of the Prevent and Deter strand of the POPOs strategy and is co-ordinating the establishment of three panels across the two authorities. These will be integrated with the YISPs and will also link into local Anti Social Behaviour initiatives and Children's Services early intervention provision. The YOS has strong links with a pilot project (Targeted Youth Support Pathfinder) in Worcestershire, which is seeking to help inform the development of more effective targeted support services for vulnerable young people. In addition the YOS is involved in supporting and contributing to work with vulnerable young people around a local secondary school and feeder primaries. The YOS is also highly dependent on the wider strategy within Children's Services to meet the needs of vulnerable young people within mainstream services and to prevent them from escalating into crime and anti-social behaviour. The YOS will continue to raise this agenda within Children's Trusts. There is still a considerable amount of work to ensure that there is full integration of all these strands of preventative work. This is essential to achieve effective and efficient partnership provision at this stage.

Both YISP services implemented the findings from independent reviews in 2005/6. Both recognise the need to complete re-offending studies as identified in these reviews and this will be a priority in 2006/7. The increase in the upper age range of young people means that training for prevention staff to work with older young people (e.g. solution focussed therapy, cognitive behavioural techniques) will also be important.

In addition to the YISPs, the YOS has a range of other initiatives that contribute towards its prevention strategy and support the work of both Services. Important developments in 2005/6 have been the partnership work to provide Restorative Justice models in schools, the provision of children fund mentoring and the development of parenting and family support services.

**PREVENT OFFENDING ACTION PLAN 2006/07**

<b>ACTION</b>	<b>LEAD</b>	<b>DEADLINE</b>	<b>RISKS</b>	<b>LINKS PLANS/PMs</b>
<b>GOVERNANCE AND LEADERSHIP</b>				
Ensure Joint Agency Groups are established and meeting routinely in North Worcs, South Worcs & Herefordshire	DHOS / Prevention Manager	Apr 2006	Not established effectively	Prevention Strategy; C&YP Plans
<b>PERFORMANCE AND QUALITY SYSTEMS</b>				
Update the YOS Prevention Strategy	Prevention Manager	Dec 06	Not integrated with wider LA plans	C&YP Plans; POPOs Strategy; ASB Strategy
Develop appropriate processes for the targeting, identification, flagging and screening of YP subject to prevention services (YOS, CDRP, Police, Children's Services)	Prevention Manager	Mar 07	Ineffective targeting; net widening	C&YP Plans; POPOs Strategy; ASB Strategy
Conduct follow up conviction studies on YP completing YISP programmes at the 3, 6 and 12 month stage	YISP Co-Ord; CF Mgr and Info & Perf Mgr	Dec 06	Not completed so not evaluated	C&YP Plans; POPOs Strategy; ASB Strategy
<b>RESOURCES</b>				
Recruit a Prevention Manager and additional YISP Staff	Act Prevent Mgr; CF Mgr	July 06	Unsuccessful / incorrect recruitment	HR Strategy; C&YP Plans; POPOs Strategy; ASB Strategy
Recruit a prevention RJ worker	Prevention Manager	Jan 2007	Unsuccessful / incorrect recruitment	HR Strategy; C&YP Plans; POPOs Strategy; ASB Strategy
Explore funding streams for funding prevention work post 2008	HOS	Dec 2007	Significantly reduced funding	HR Strategy; C&YP Plans; POPOs Strategy; ASB Strategy
<b>PEOPLE AND ORGANISATION</b>				
Ensure training needs of Prevention staff (e.g. working effectively with older young people; solution-focussed work; child development stages) are incorporated into the 2006/7 YOS training plan	DHOS	Apr 06	Service delivery not appropriate for age group	HR and Learning Strategy

## INTERVENE EARLY

### PERFORMANCE & TARGET

<b>05/06: Percentage of Final Warning with YOS Intervention</b>	<b>81.2% (233/287)</b>	<b>2003 Effective Practice QA Rating</b>	<b>1</b>
<b>06/07: Target (New KPI)</b>	<b>100%</b>	<b>2005 EPQA Result</b>	<b>3</b>

### OVERVIEW OF 05/06

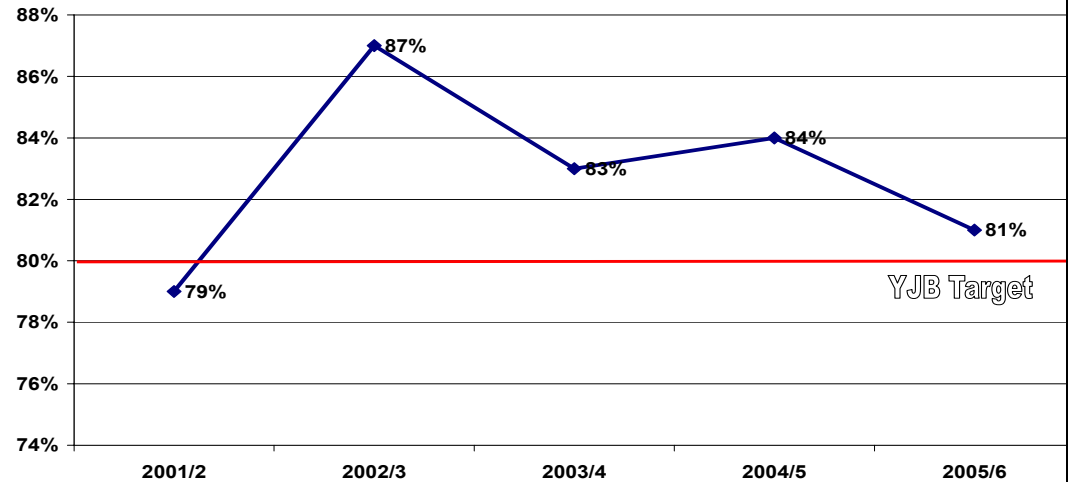
The YOS has consistently performed above the YJB target for the last four years despite an ongoing increase in the number of final warnings given across the two authorities. The introduction of the risk led approach ensures that a comprehensive risk assessment is completed on all young people subject to a final warning assessment which allows young people to be banded in terms of their level of risk. This means the YOS is well positioned to implement the proposed change in national policy and practice to work with a smaller group of 'higher' risk young people at final warning stage. A new trigger identification process is being developed ready for roll out in April 2006. In practice, the YOS estimates that this will lead to a significant reduction in the number of young people offered an intervention but with considerably greater opportunities to provide effective services to young people at risk of further offending, vulnerability or of causing harm to others. The YOS will ensure that the change in policy is fully implemented across all three geographical teams and complements the current risk led approach.

Further work is required in 2006/7 to ensure that the work undertaken by the final warning teams are fully integrated into the wider work of the YOS. Anticipated mixed caseloads including final warning work across the geographical teams have not fully materialised and this work is still largely co-ordinated and delivered by police personnel and dedicated support workers. The independent review of the YOS scheduled for July 2006 will

re-assess how final warning services should be delivered to ensure best practice and check that the necessary support framework for staff delivering final warnings is in place. Anticipated regular final warning meetings across the Service were not convened in 2005/6 and this is a priority for the next twelve months. Staff delivering final warnings will also be invited to attend a working group aimed at improving interventions delivered by the YOS, and this will be supported by training for final warning staff on delivering effective interventions.

Achieving integration between early intervention and developing prevention services will also be a high priority.

**5 Year Final Warning Trend, 2001/2 to 2005/6**





## INTERVENE EARLY ACTION PLAN 2006/07

ACTION	LEAD	DEADLINE	RISKS	LINKS PLANS/PMs
<b>PERFORMANCE AND QUALITY SYSTEMS</b>				
Define revised YOT Criteria for FW Intervention and offer FW interventions for Young People that meet this or the new YJB criteria	Lead Manager FW	Jul 06	Targeting misses some YP at risk	Prevention Strategy; YJB new KPI
Identify strategies and actions via the independent service review to ensure FW practice is integrated into local team practice based on a risk led approach	Lead Manager FW	Sep 06	FW work not integrated into wider Service	Prevention Strategy; Risk Led Approach
Review the links between developing prevention and FW practice and policy to develop an integrated approach across the two service areas	Lead Manager FW / Prevention Mgr	Mar 2007	FW and Prevention work not integrated	Prevention Strategy
Conduct quarterly final warning practice meetings	Lead Manager FW	Apr 06	Ineffective management of final warning staff	HR and Learning Strategy; YOS Leadership Strategy
<b>PEOPLE AND ORGANISATION</b>				
Ensure there is FW staff representation on the APIS Working Group	DHOS	Apr 06	FW work not integrated into wider Service	HR & Learning Strategy; APIS EPQA
Ensure the training needs of FW staff are identified via SRDs and incorporated into the 2006/7 YOS training plan	DHOS	Apr 06	Inadequately trained FW staff group	HR & Learning Strategy

## PROVIDE INTENSIVE COMMUNITY SUPERVISION

### OVERVIEW OF 05/06

The West Mercia ISSP provision is on target to achieve at least 95% of its target 60 starts by the end of March 2006. Whilst Worcestershire and Herefordshire ISSP Programme starts are likely to be slightly less than their target (42 of a target 45) this is balanced by Shropshire, Telford and Wrekin exceeding its target.

The 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. In 2005/6, a change in contractual arrangements meant that whilst YSS staff continued to be seconded, the YOS took on direct management of ISSP Services. A further change to the provision in 2005/6 was the decentralisation of the ISSP team into the Area Teams to ensure that ISSP service delivery is directly tied into local assessment, intervention planning and delivery services and under the direct co-ordination of the Area Team Managers. Whilst this has taken time to establish, ISSP staff have now become integrated into local teams and there has been positive feedback from staff members. The ISSP staff continue to meet on a weekly basis across the service to discuss practice issues and look at the allocation of work. The local integrations appears to have led to an increase in referrals, for example, in Herefordshire where the Service was not previously utilised. All ISSP staff have full access to YOS training and personal development opportunities.

There is a need to further improve the consistency of ISSP services in 2006/7 and ensure that the YOS is maximising the use of resources across the Service. One of the ISSP staff currently acts as an informal co-ordinator and the YOS will seek to create a senior practitioner post in 2006/7 to formalise this co-ordination role.

The ISSP teams have largely resolved capacity issues and it has been rare for young people not to receive a service for this reason in the last twelve months. This has meant there has been little demand for Intensive Specified Activity Programmes as an alternative to ISSP. The Service still need to increase the use of Bail ISSPs to ensure that more young people are being managed effectively in the community at the point of sentence. The YOS have successfully developed wider Bail Support services in the last 12 months and Bail Support and ISSP staff need to be working more closely together to ensure there are effective referrals for Bail ISSP when a standard bail support package is not sufficient.

Independent research completed in 2005/6 identified that ISSP services were required, on occasion, to support and contribute to the delivery of minimum education provision which in turn was having some impact on capacity. This has been resolved with the YOS effectively using its education, training and employment links to ensure this minimum provision is accessible.

The Service needs to review its provision of specified activities to ensure that resources for this are consistently available and utilised across all of the teams.

**PROVIDE INTENSIVE COMMUNITY SUPERVISION ACTION PLAN 2006/07**

ACTION	LEAD	DEADLINE	RISKS	LINKS PLANS/PMs
<b>GOVERNANCE AND LEADERSHIP</b>				
Review the Specified Activity provision as part of the service review scheduled for July 06'	Lead Mgr ISSP	Sep 06	Provision not being used effectively	Overall Service Plan and Area Team Plans
<b>RESOURCES</b>				
Target increased use of Bail ISSP so that young people are being effectively managed in the community at the point of sentence	ISSP Manager	Apr 06	ISSP and Bail Services not integrated; poor use of resources	Remand Management Strategy; Area Team Plans
Recommend to ISSP Steering Group an ISSP Senior Practitioner post to perform a co-ordination role across the service	YSS Lead Mgr	Apr 06	Lack of effective co-ordination of ISSP Services	Overall Service Plan; Area Team Plans; HR Strategy
<b>PEOPLE AND ORGANISATION</b>				
Ensure the training needs of ISSP staff are incorporated into the 2006/7 YOS Training Plan	DHOS	Apr 06	Inadequately trained ISSP staff group	HR & Learning Strategy

## REDUCE RE-OFFENDING

### PERFORMANCE

<b>05/06: % of 2003 Cohort of YP Re-Offending in 2 Year Follow Up</b>	<b>54% (255/468)</b>
<b>06/07: Target reduction of Re-Offending Levels</b>	<b>5%</b>

### OVERVIEW & TARGET

The headline two year follow up recidivism figure of 54% for the 2003 cohort of young people (that is young people receiving a pre court disposal, sentenced or released from custody between October and December 2003) is considerably higher than the 2002 cohort of 42%. The current re-offending levels are the same as those identified for the 2001 cohort. They remain lower than the baseline 2000 cohort of 58%. A more detailed breakdown over the last 3 years shows that between the 2001 and 2003 cohorts, re-offending levels for pre-court and first tier penalties has reduced slightly. They have also dropped more considerably for the custody cohort. Conversely re-offending levels for young people subject to community penalties has increased and this is having an overall negative impact on re-offending levels:

	2001 RE-OFFENDING AFTER 24 MONTHS	2002 RE-OFFENDING AFTER 24 MONTHS	2003 RE-OFFENDING AFTER 24 MONTHS
<b>PRE-COURT</b>	41%	36% (329)	39.7% (262)
<b>FIRST TIER</b>	69%	73% (149)	68.0% (128)
<b>COMMUNITY PENALTY</b>	77%	78% (65)	84.7% (59)
<b>CUSTODY</b>	90%	88% (15)	73.7% (19)

An initial analysis of the cohorts for 2002 and 2003 identify that the young people in the 2003 cohort typically committed offences of a higher gravity suggesting that this cohort may have contained young people more entrenched in offending. It remains a considerable difficulty of comparing annual cohorts that there is no control or matching of either the characteristics of the young people or their offending history. Whilst initial analysis suggests there are no obvious differences in basic characteristics (age, race, gender, initial assessment scores) further investigation is required to see whether increases in offence gravity are matched by the inclusion of young people with a more established offending history. The significant increase in police detection to sanction rates in West Mercia will also have a considerable impact on the differing re-offending levels of these cohorts. As at January 2006, West Mercia Constabulary was one of the best performing forces nationally with 31.9% of all detections leading to a sanction. This is considerable above the national figure of 23.6% and is a significant improvement on past performance – the baseline for West Mercia in September 2004 was 23%.

Overall, the difficulties identified above together with the relatively small cohort sizes highlights the difficulty of drawing meaningful comparisons from different cohorts and in 2006/7 the YOS will seek to undertake a more valid and reliable study of recidivism rates to evaluate the effectiveness of the criminal justice partners in contributing to the reduction in youth crime.

In the last twelve months the YOS have introduced a number of initiatives aimed at having a direct impact on the reduction of further offending – these include the development of the prevention strategy to reduce the number of first time entrants, the introduction of a comprehensive risk led approach to target those young people at highest risk of offending, the in-house provision of ISSP programmes and the development of re-settlement services to assist those young people on release from custody. Any impact of these initiatives on re-offending levels will not be assessed until 2007 at the earliest.

## REDUCE RE-OFFENDING ACTION PLAN 2006/07

ACTION	LEAD	DEADLINE	RISKS	LINKS PLANS/PMs
<b>GOVERNANCE AND LEADERSHIP</b>				
Analyse ASSET data to identify priority offending risk factors and develop strategies to address these	Management Board	Ongoing	Pressure on MB Time	ASSET KPI; Children & Young People's Plans
<b>PERFORMANCE AND QUALITY SYSTEMS</b>				
Review the effectiveness of the implementation of the risk led approach and identify strategies for ensuring this is fully integrated across all YOS practice	HOS	Sep 06	Inconsistent implement	Risk Led Approach
Complete a detailed study of recidivism rates to identify whether the YOS and its partners are effectively contributing to the reduction of youth crime	IPM	Mar 07	Insufficient time	YOS Service Plan; Risk Led Approach
Extend the Risk Led Approach into YOS Preventative Services	Prevention Mgr	Sep 06	Inconsistent implement	Risk Led Approach
<b>RESOURCES</b>				
Co-ordinate and develop group work and individual programmes for work with low /medium /High Risk Young People	Deputy HOS	Mar 07	Resources required	Risk Led Approach
<b>PEOPLE AND ORGANISATION</b>				
Increase the number of staff trained to use the group work and individual programmes	DHOS	Mar 07		HR & Learning Strategy
<b>PARTNERSHIP WORKING</b>				
Work with partners to improve access to mainstream services that are directly linked to the risk of offending as identified by ASSET (e.g. ETE, Substance Misuse, CAMS, Accom)	Leadership Team	Ongoing	Lack of appropriate provision	Partner Plans

## REDUCE THE USE OF CUSTODY

### PERFORMANCE & TARGET

<b>05/06: Percentage of Custodial Remands</b>	<b>57.6%</b> (57/99)	<b>05/06: Percentage of Custodial Sentences</b>	<b>4.9%</b> (51/1032)	<b>EPQA: 05 rating (where applicable)</b>	<b>N/A</b>
<b>06/07: Target</b>	<b>30%</b>	<b>06/07: Target</b>	<b>5%</b>	<b>EPQA: 07 target</b>	<b>N/A</b>

### OVERVIEW OF 05/06

For the first time, the YOS has achieved the YJB target for the number of young people sentenced to custody in 2005/6. The Service has contributed to a consistent and considerable reduction in the use of custodial sentences in the last four years from a baseline of 9% in 2001/2 to the current level of 4.9%. The provision of effective and credible community alternatives to custody and the ongoing improved internal monitoring of performance in this area will have contributed to this reduction.

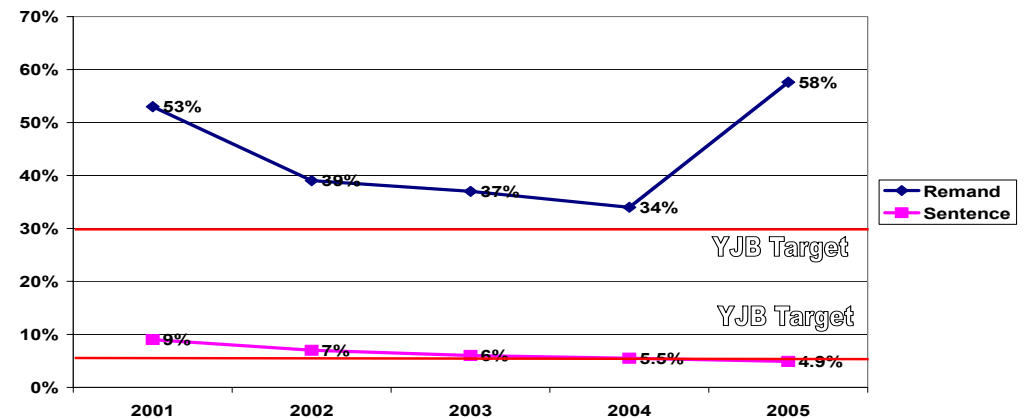
Performance associated with custodial remands has not made the same gains over the last twelve months following three successive years of making progress towards the target. Performance is measured against a very small cohort of young people and the impact of multiple remands has been significant in this respect (i.e. several young people being remanded for the same offending episode). There may also be an impact from improvements to recording of bail and remand activity since the development of in-house bail support services in 2005/6. Prior to this, the bail support provider (YSS) had limited access to the YOS database and the YOS may not have accurately captured data against the remand target.

The YOS has effectively covered all unscheduled courts if informed in 2005/6 and is always pro-active in offering bail support packages as an alternative to custodial remands. Bail support monitoring identifies that the YOS is typically successful in diverting young people from custodial remands unless the risk is considered too high or the offence too serious. The introduction of the risk led approach will bring more effective identification, targeting and direct work with those young people at highest risk of offending, vulnerability or harm to others. The Service does need to achieve greater integration between bail support and ISSP services and define a clear referral procedure to ensure that greater use is made of Bail ISSP in high risk cases.

The YOS are committed to tackling ongoing issues that impact on the use of custody. Perhaps the most significant of these is the lack of access to suitable accommodation both remand and on transfer from custody. If no emergency bed is available at remand stage the police will detain young people overnight and this heightens the risk of a custodial remand at the subsequent court hearing. The ongoing development of the accommodation strategy and partnership work with local authority children's services will attempt to address this although there is little evidence at present that access to suitable accommodation is improving.

The YOS will also ensure the Custody Panel meets regularly in 2006/7 to review all custodial cases. This was partially achieved in 2005/6 but remains an essential quality assurance measure to ensure the YOS is maximising opportunities to prevent custody. A barrier to effective meetings in 2005/6 was the lack of post remand reports to review. These will be prepared by court officers and bail support workers in 2006/7 to ensure these are available. A lead manager has been nominated to take this forward.

Trends in the use of Custody 2001/2 to 2005/6



## REDUCE THE USE OF CUSTODY ACTION PLAN 2006/07

ACTION	LEAD	DEADLINE	RISKS	LINKS PLANS/PMs
<b>PERFORMANCE AND QUALITY SYSTEMS</b>				
Ensure the Custody Panel meets quarterly in the next 12 months	Lead Mgr Custody	June 06	Not meeting as scheduled	Resettlement EPQA; Remand Management Strategy
Ensure Court and Bail Officers complete the PCR and post remand review forms and that these are always made available for the Panel to review	Lead Mgr Custody	June 06	Custodial Panel not getting appropriate info	Remand Management Strategy
Identify the success factors present in cases that have been successfully diverted from custody	Lead Mgr Custody	Dec 06	YOS not learning from past practice	Development of Evaluation Strategy
<b>RESOURCES</b>				
Undertake a review of the accommodation needs for young people under 16 who do not have a suitable bail address	Lead Mgr Custody	Mar 07	Lack of appropriate provision	LA Housing Plans; Vol Org Housing Strategies; Children & Young People's Plans
Review all secure remand cases in the last quarter to see how many may have been eligible/suitable for Bail ISSP and use this information to increase the use of Bail ISSP	Lead Mgr Custody	Apr 06	ISSP and Bail Services not integrated	Remand Management Strategy
<b>PEOPLE AND ORGANISATION</b>				
Define the working relationship and the procedures for referral between Bail Support and Bail ISSP	Lead Mgr Custody	Apr 06	ISSP and Bail Services not integrated	Remand Management Strategy

## ENSURE THE SWIFT ADMINISTRATION OF JUSTICE

### PERFORMANCE & TARGET

<b>05/06: % of Pre-Sentence Reports completed in National Standards Time Scales</b>	<b>91% (182/200)</b>
<b>06/07: Target</b>	<b>90%</b>

### OVERVIEW OF 05/06

The YOS continues to achieve the YJB target of 90% of reports being completed within the required timescale, which highlights the important contribution the Service makes to ensuring the swift processing of young people through the criminal justice system. For the small number of cases that do not meet the standard, the YOS monitors the reason for non-adherence to the standard. Reasons identified in 2005/6 are: (i) Young person not attending appointment (6); Delayed by YOS - sickness/leave (3); or (iii) Reason not recorded (9). The YOS will aim to ensure all reasons are recorded in 2006/7.

Across the YOS area, performance against this target is varied with the Herefordshire team achieving 100% adherence to the standards. Some further, but achievable, progress needs to be made within South Worcestershire and it is anticipated that changes to recoding practice alongside a stronger focus on PSR completion will achieve this within the first quarter of 2006/07. In North Worcestershire, a team which has double the number of courts to serve, significant progress needs to be made. Robust performance during 2005/06 has been limited by prolonged staff sickness and turnover. However a performance improvement framework has been implemented and it is anticipated that strong progress will be made against this target during the first half of 2006/07.

Where required the YOS look for creative strategies to reduce the barriers to hitting national standards (e.g. admin forward checking the court lists to ensure use of recent PSR's, stand-down reports prepared on the day) and this has proved an effective strategy in increasing performance.

Outside this practice, the YOS is a pro-active member of court tracker meetings which aim to reduce the total time from arrest to sentence and works with all criminal justice partners to keep within the YJB target of 71 working days. The latest national figures show that the average time from arrest to sentence for PYOs between Sep and Dec 2005 was 59 days whilst West Mercia has performed considerably below this target with an average of 78 days. The situation in Worcestershire and Herefordshire was slightly better at 67 days which is within the national target but below the current national average. Whilst this performance relates specifically to court processes rather than YOS work, the Service is working with the LCJB to support performance improvement.

The YOS implemented the ASSET to Report electronic routine across all teams in 2005/6 after successful outcomes from the pilot in South Worcestershire. The impact of this will be assessed as part of the independent service review to be undertaken in July 2006.



## ENSURE THE SWIFT ADMINISTRATION OF JUSTICE ACTION PLAN 2006/07

ACTION	LEAD	DEADLINE	RISKS: MITIGATION	LINKS PLANS/PMs
<b>GOVERNANCE AND LEADERSHIP</b>				
Continue liaison with the Courts (Youth and Crown) regarding adjournment policies and practice	Area Team Managers	Ongoing	None	PYO protocol, PSR Performance Measure.
<b>PERFORMANCE AND QUALITY SYSTEMS</b>				
Continue the implementation of the improved performance management framework in North Worcestershire	DHOS, North Worcs Area Team Managers	Ongoing	Improvements not achieved	YOS Performance Management framework, LCJB – Performance Delivery Group.
Continue monitoring reasons for non-adherence to National Standards	Team Managers	Ongoing	Local ownership by Team Managers: supportive PM systems.	National Standards Audit
<b>RESOURCES</b>				
Review the impact of the implementation of the ASSET to Report Routine across all Teams	DHOS, Area Team Managers	July 06	Problems with software / benefits not seen	EPQA – PAIS PSRs – PM
<b>PARTNERSHIP WORKING</b>				
Continue participation in Court Tracker Meetings	Area Team Managers	Ongoing	None	PSRs – PM

## ENFORCEMENT AND ENABLING COMPLIANCE

### OVERVIEW OF 05/06

This is a new delivery area for the youth justice plan although the YOS have worked pro-actively to improve adherence to the wider set of national standards since their inception and revision. The YOS has been set a target of an average of 35 working days from the relevant unacceptable absence to resolution of the case and to resolve 50% of cases within 25 working days. Evidence gathered as part of current national standards reporting suggests that the YOS is already pro-active in following up many instances when a young person fails to attend an appointment and does not have a satisfactory explanation. For bail support cases, the YOS followed up an unexplained absence within one working day in all cases. This drops to 39% for supervision and action plan orders which highlights the need for targeted action in this area. However, where required, a formal warning is issued in one working day for all cases and where appropriate the YOS instigate breach proceedings within 5 working days in 71% of cases. Overall, the YOS has demonstrated an overall compliance rate with national standards of 66.7% for the Sept to Dec 2005 period and 75% improvement on the previous annual audit. This is a reasonably solid baseline from which to seek improvements in performance in this area.

Performance against this new target ties in with wider monitoring associated with breach practice incorporated into recent national standards audits and action plans. In 2005/6 the West Mercia protocol for enforcement of community penalties was revised and the YOS has subsequently updated its breach packs to ensure they incorporate this. The YOS have highlighted the need to improve recording of written warnings and breach procedures on YOIS so that adherence can be monitored effectively. To this end quality assurance checklists will be re-designed to include the process codes around warnings and breach and national standards training sessions will be completed with all staff. There is also evidence that missed appointments are not always followed up within one working day and further staff training will be provided to improve this.

In 2006/7 the YOS will implement a comprehensive recording process to ensure information on enforcement is accurately recorded and, as standard practice in other areas of delivery, will record reasons for non adherence to the target for future analysis. The Lead Manager for courts will update current breach policy and guidance to ensure that this effectively covers the new performance requirements and associated recording. YOS staff will receive briefing sessions regarding the new targets and expected practice to achieve these. This training will be delivered by members of the assessment working party. Quality assurance checklists used to monitor performance against national standards in individual cases will be revised as appropriate to check for adherence to breach guidance. The general awareness of the need to improve adherence to national standards will be raised at team meetings and all staff will receive training on using the YOIS national standards caseload function.

The YOS also recognise the importance of pro-active promotion of enabling compliance as a key component to achieving this target. The Lead Manager for courts will produce a set of good practice guidance in enabling compliance which staff can use in their direct work with young people.

## ENFORCEMENT AND ENABLING COMPLIANCE ACTION PLAN 2006/07

ACTION	LEAD	DEADLINE	RISKS	LINKS PLANS/PMs
<b>PERFORMANCE AND QUALITY SYSTEMS</b>				
Review and update existing Breach policy and procedures and implement	Lead Mgr Enforcement	Apr 06	Not completed or consistently implemented	YOS Breach Policy; NS Improvement Plan
Incorporate into the revised policy, current breach packs, ensure practice is standardised across the teams and include milestone deadlines to achieve the overall working days for breach resolution	Lead Mgr Enforcement	Apr 06	New practices not sufficient to meet target	YOS Breach Policy; NS Improvement Plan
Develop, update and implement associated quality assurance measures to check compliance with the new policy	Lead Mgr Enforcement	Apr 06	Checklists not used consistently	YOS Breach Policy; NS Improvement Plan
<b>PEOPLE AND ORGANISATION</b>				
Develop good practice guidance and practice examples which positively support enabling compliance	Lead Mgr Enforcement	June 06	Insufficient emphasis on encouraging compliance	Assessment Strategies and working group
Complete team briefings regarding the new guidance delivered by the same nominate staff from the assessment working group	Lead Mgr Enforcement	June 06	Inconsistent implementation	YOS Breach Policy; NS Improvement Plan

## ENSURE EFFECTIVE AND RIGOROUS ASSESSMENT

### PERFORMANCE 05/06

<b>05/06: % Community Start ASSETs</b>	<b>746/766 97%</b>	<b>05/06: % Custodial Start ASSETs</b>	<b>46/53 87%</b>	<b>2003 EPQA Rating</b>	<b>2</b>
<b>KPI: 06/07 target</b>	<b>100%</b>	<b>KPI: 06/07 target</b>	<b>100%</b>	<b>2005 EPQA Result</b>	<b>2</b>

### OVERVIEW OF 05/06

With the exception of 20 cases (out of a total of 766), the YOS achieved full completion of all start assessments relating to community interventions in 2005/6. Whilst this continues to show a high level of performance against the target, there has been a slight reduction compared with the previous year (99%). There has also been a reduction in the number of start assessments completed for custodial interventions (87% in 2005/6 compared with 100% in 2006/7). This suggests that the YOS need to continue with intensive monitoring and review of performance against this measure and will aim to introduce end of month checks (currently quarterly) in 2006/7. This will allow for the early identification of non-complete assessments which can then be completed as required by the case manager. In addition to completing core assessments, 2005/6 has also seen a consolidation of practice around the use of screening tools and specialist assessments. This has led to improvements in the consistency of referrals particularly with regard to access to substance misuse and mental health services.

In 2005/6, the YOS built on its tradition of effective risk assessment and management by implementing a comprehensive risk led approach to all interventions. This aimed to build on the established practice of assessing risk of re-offending (using the Risk of Re-Offending Matrix) and improve the consistency of assessments of vulnerability and serious harm to others. The implementation of this risk led approach has led to a clear differentiation between interventions delivered to high, medium and low risk young people and enables the YOS to target resources to maximum effect and efficiency. A formal Case Planning and Risk Management process for high risk young people reinforces effective practice for this targeted group. In 2006/7 the YOS will aim to consolidate practice in this area and will use an independent review scheduled for July 2006 to ascertain the extent to which the risk led approach has been integrated into the practice of the area teams. The Service has also updated its management of risk policy and has scheduled training for all staff on effective risk assessment and management practice.

The YOS implemented the ASSET to Report electronic routine across all teams in 2005/6 after successful outcomes from the pilot in South Worcestershire. The impact of this will be assessed as part of the independent service review to be undertaken in July 2006.

The YOS Management Board needs to have greater access to ASSET aggregate data including identification of underlying risk factors for priority risk areas to assist strategic planning. The Performance and Information Manager will take responsibility for ensuring aggregate assessment data is available to the YOS Management Board every six months which will include both the headline risk areas and a summary of the underlying risk factors in areas most significantly impacting on young people's offending.

## ENSURE EFFECTIVE AND RIGOROUS ASSESSMENT ACTION PLAN 2006/07

ACTION	LEAD	DEADLINE	RISKS	LINKS PLANS/PMs
<b>GOVERNANCE AND LEADERSHIP</b>				
Ensure the Management Board completes 6 monthly Asset analysis	Info & Perf Mgr	Sep 06	Management Board strategic decisions not evidence lead	APIS KPI
<b>PERFORMANCE AND QUALITY SYSTEMS</b>				
Introduce monthly monitoring of Asset completion	Team Managers	Ongoing	Incomplete assessments not chased fast enough	Overall Performance Improvement Strategy
Revise the Risk Led Model with the aim of ensuring it is consistent/holistic in approach across the service (including revision of the Management of Risk Policy)	DHOS	July 2006	Inconsistent implementation	Risk Led Strategy
<b>RESOURCES</b>				
Review the effectiveness of the Assessment Intervention Team Model and Asset to PSR routine as part of the Service Review	HOS/BSC	Dec 2006	Models do not support best practice	YOS Service Plan and HR Strategy
<b>PEOPLE AND ORGANISATION</b>				
All staff to complete Inset training on Risk Assessment and Management	DHOS	Mar 2007	Lack of understanding of risk assessment / management	HR & Learning Strategy
<b>PARTNERSHIP WORKING</b>				
Achieve integration between YOS Assessment & Common Assessment Framework	Lead Managers Assessment	Mar 2007	Not integrated with wider children's services	C&YP Plans

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

### PERFORMANCE & TARGET

<b>05/06: Percentage of YP in full time ETE at end of Intervention</b>	<b>74% (524/710)</b>	<b>2003 Effective Practice QA Rating</b>	<b>2</b>
<b>06/07: Target</b>	<b>90%</b>	<b>2005 EPQA Result</b>	<b>2</b>

### OVERVIEW OF 05/06

The YOS continues to move incrementally towards the 90% target set by the YJB with 74% of young people in full time education, training or employment at the end of their intervention in 2005/6. This compares favourably with 2003/4 (68%) and 2004/5 (71%). Ongoing monitoring of performance identifies that access to appropriate education, training and employment services remains the biggest barrier to full achievement of this target. There is a distinction between access to provision for young people of compulsory school age and those who are post 16 and for strategic and operational purposes these should be identified as two distinct groups. A further analysis of data between these two groups shows that the YOS is performing significantly better with the pre-16 group (85%) than with the post 16 group (62%).

With regard to school age young people, each of the three teams have an education worker seconded by the relevant county council who work pro-actively to maintain effective working relationships with the local schools and re-integration services. Evidence suggests that this has been an effective strategy with the YOS improving performance again this year to 85% from the 2004/5 performance of 81%. The education provision for YOS young people in Worcestershire is overseen by both a strategic YOS/LEA steering group and an operational group that meets to discuss and plan progress in individual cases. This has proved an effective model and the YOS are currently looking to extend membership to include Connexions, the LSC and the Youth Service. Herefordshire have established a strategic group along similar lines and are currently debating the best use of this group, it is possible that it will look to undertake some of the operational tasks similar to the second group in Worcestershire to ensure maximum effectiveness. Once the role of this group is clearly defined, it will seek to extend its membership. Overall the development of these forums has improved the communication and co-ordination of work with young people with educational needs. There are a number of difficulties which require resolution if further progress is to be made with finding appropriate ETE provision for pre-16 young people. Priorities in this area include the development of services to prevent initial educational breakdown, increased access to PRUs (particularly in Worcestershire), improved work with the LSC around the 14 to 19 year Learning Entitlement and work with schools to keep open educational placements when a young person is sent to custody. As in previous years, YOS education workers always attend pre-release meetings to make plans for the young person's education provision. The YOS has also significantly improved enforcement procedures if a young person is not keeping to their educational requirements as part of their licence. Other priorities for 2006/7 include improving liaison and access to individual school head teachers, joint training between the YOS and the Education Welfare Service and, if possible, the attraction of additional funding to deliver social skills training in preparation for E2E placements. Whilst the YOS have recently updated the working protocol with the PRUs in Worcestershire, all educational agreements will need to be reviewed in the light of current Children's Trust developments.

With regard to post 16 provision, performance has increased from 58% in 2004/5 to 62% in 2005/6. Given that the overall 16 to 18 NEET population is rising in Worcestershire and Herefordshire (6.2% in Feb 2006) and that there is an ongoing decline in the labour market, the YOS has done well to continue progress against this target. Nevertheless this remains considerably below the YJB target and significant developments are still required in this area. The main difficulty for this group is access to appropriate ETE provision both in terms of training opportunities, entry to employment provision and access to suitable employment. Solutions to this require long term strategic planning and action by the key partners and it is unlikely whether YOS performance will improve significantly until this is achieved.

The working relationship between the YOS & Connexions has improved considerably over the last 12 months, driven by the establishment of a joint strategic and operational planning group which identifies barriers to effective working and develops actions to overcome these. In addition, North Worcestershire have piloted a more structure way of both sharing information with the

Connexions Service and ensuring referrals are consistently made. This has proved an effective method of improving the quality and consistency of Service and the YOS will extend this across the Service in 2006/7. The North Worcester Education worker will deliver training to the other teams in conjunction with the Lead Manager for ETE. This will be linked to a change in the referral criteria to ensure that all NEET young people are automatically scored 2 on Asset and are referred to Connexions in all cases. Any young person sent to custody should also flag an automatic referral to Connexions. The two Services have also agreed a process to extend the notification to Connexions of all YOS young people across all teams. The Connexions Workers are also linked into the custodial planning process and wherever possible attend pre-release reviews for young people coming out of custody to plan for their ETE needs. When this is not possible the YOS education worker fulfils this role.

## SUPPORT YP ENGAGING IN ETE ACTION PLAN 2006/07

<b>ACTION</b>	<b>LEAD</b>	<b>DEADLINE</b>	<b>RISKS</b>	<b>LINKS PLANS/PMs</b>
<b>GOVERNANCE AND LEADERSHIP</b>				
Confirm the terms of reference for the Herefordshire LEA/YOS steering group and review membership of these groups to include Cnxns, LSC and Youth Service	DHOS	July 06	Not working effectively, incorrect represent	C&YP Plans
Review all current YOS/Education protocols in the light of Children's Trust developments	DHOS	Mar 07	Not integrated into wider strategy	C&YP Plans
<b>PERFORMANCE AND QUALITY SYSTEMS</b>				
Extend the North Worcs YOS/CNXNs pilot across the whole Service and deliver training to all staff involved.	Lead Mgr ETE/ N Worcs Ed Worker	Sep 06	Inconsistent implementation	Service and Area Team Plans
Revise the referral criteria for YP referred to the Education specialists and to Cnxns	Lead Mgr ETE	Dec 06	Inconsistent practice	Area Team Plans
Ensure YOS staff make education referrals in all appropriate cases	Lead Mgr ETE	Apr 06	Inconsistent practice	Area Team Plans
<b>RESOURCES</b>				
Ensure the YOS is involved in the development of ETE prevention initiatives	HOS	Mar 07	Not integrated	Prevention Strategy
Set up process to ensure any young person over school leaving age going into custody is automatically referred to the Connexions Service	Lead Mgr ETE	May 06	Inconsistent referrals	Resettlement EPQA
<b>PEOPLE AND ORGANISATION</b>				
Complete joint training event with Education Welfare Service in Worcestershire	Lead Mgr ETE	Mar 07	Ineffective partnership working	C&YP Plans
<b>PARTNERSHIP WORKING</b>				
Develop links with the LSC around the 14 to 19 learning entitlement initiative	DHOS	Dec 06	Lack of provision	Learning Entitlement Plan
Explore options with partners for funding of (pre) E2E like/life skills provision	HOS	Dec 06	Lack of provision	ETE provider plans
Provide regular and updated lists to the Connexions Service of all current YP across all teams	Lead Mgr ETE	June 06	Inconsistent practice	Connexions Business Plan

## SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION

### PERFORMANCE & TARGET

<b>05/06: YOS has named accommodation officer</b>	<b>No</b>	<b>05/06: % of YP in suitable accommodation</b>	<b>89% (636/715)</b>
<b>KPI: 06/07 target</b>	<b>As above</b>	<b>KPI: 06/07 target</b>	<b>100%</b>

### OVERVIEW OF 05/06

Performance against this KPI has declined by 2% in 2005/6 (89%) having remained stable over the previous two years with 91% of all young people in suitable accommodation at the end of their intervention or on transfer from custody. The situation is exacerbated as the YOS currently have no accommodation officer and need to identify how this resource can best be replaced in 2006/7. As the previous officer was only employed half time across both counties, this limited the impact that the post holder could make, hence the relatively flat performance in this area over the last three years. The YOS Head of Service, with the support of the YOS Management Board, is exploring alternative options to deliver housing support including stronger links with voluntary housing providers and/or District Housing teams. The YOS would prefer to fulfil the accommodation officer function in a way that provides direct links into district housing services and offers the specialist expertise required in this complex area of service delivery.

This is a difficult area to move forward strategically both because there are a substantial number of stakeholders who need to be involved in joint planning and the development of provision can take several years. Nevertheless, the YOS recognises the importance of putting considerable energy into partnership working in this area, particularly in Herefordshire where access to suitable accommodation has been identified as minimal. The YOS will ensure in the next 12 months that the accommodation needs of YOS young people are included in the Children's and Young People's Plans for each county as one method of raising the profile.

Effective joint work with Social Care is essential particularly as there are difficulties with young people meeting the age (often too old) and risk (often too risky) criteria to enable access to remand placements that need to be resolved if the YOS is to be successful in reducing the number of young people receiving custodial remands. The Deputy Head of Service represents the YOS on a Steering Group set up by Worcestershire Social Services to develop a contract foster scheme which may provide limited access to YOS young people. This scheme is currently in its infancy and it is important that the YOS continues to play an active role in its development to ensure that it maximises opportunities to access short term remand placements. The YOS is also developing a protocol with NCH to formalise working relationships for young people leaving care.

The overall data hides problems with regard to access to appropriate accommodation for young people on release from custody with only 83% of these young people considered to be in suitable accommodation. Given the increased focus on resettlement services, the YOS will look to identify specific strategies to address housing need for this group of young people.

In terms of prevention, there is need to further develop both parenting work and mediation services in 2006/7 to try and prevent family breakdown leading to homelessness or unsuitable accommodation. The recruitment of an additional dedicated parenting worker via the new YJB prevention grant should enable an extension of the current parenting provision and an opportunity to develop effective family work to prevent placements breaking down. The YOS will also seek to extend mentoring services both to work with the young person to prevent homelessness but also to assist the young person through the maze of processes required to look for suitable accommodation.



## SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION ACTION PLAN 2006/07

ACTION	LEAD	DEADLINE	RISKS	LINKS PLANS/PMs
<b>GOVERNANCE AND LEADERSHIP</b>				
Ensure the accommodation needs of YOS young people are highlighted in the Children and Young People's Plans for each county	HOS	Sep 06	YOS needs not considered/ addressed	C&YP Plans
<b>PERFORMANCE AND QUALITY SYSTEMS</b>				
Introduce procedures to ensure the accommodation needs of young people leaving custody are addressed	Lead Mgr Custody	See resettlement	Discrimination against this group	Resettlement EPQA
<b>RESOURCES</b>				
Replace the Accommodation officer in the most appropriate form to meet the needs of the Youth Offending Service	HOS	July 06	Accommodation provision not effective in addressing barriers	C&YP Plans; LA Housing Plans
Develop parenting provision to families to reduce the incidence of accommodation breakdown	Prevention Mgr	See earlier	Insufficient focus on prevention	Prevention Strategy; Corporate Parenting Strategies
<b>PARTNERSHIP WORKING</b>				
Establish stronger operational links with local housing providers	Lead Mgr Accom	Sep 06	Ineffective partnership work to address barriers	Housing Provider Plans

## SUPPORT ACCESS TO MENTAL HEALTH SERVICES

### PERFORMANCE & TARGET

<b>05/06: % of YP with Acute MH Problems assessed within 5 days</b>	<b>100% (9/9)</b>	<b>05/06: % of YP with non-acute MH probs assessed in 15 days</b>	<b>96% (78/81)</b>
<b>KPI: 06/07 target</b>	<b>100%</b>	<b>KPI: 06/07 target</b>	<b>100%</b>

### OVERVIEW OF 05/06

This is an area where the YOS have performed consistently well over the last few years. This performance has been maintained in 2005/6 with all young people with acute mental health problems being seen within 5 working days and 96% of young people with non acute mental health problems being seen within 15 working days. This has been achieved via the integrated services provided by the two YOS mental health workers. In Herefordshire, this service has been enhanced since March 2005 by the addition of a CAMHS Nurse Therapist who is based in the YOS one day per week and can jointly assess young people with the YOS specialist. Additional improvement to services in Herefordshire include the raising of the CAMHS age criteria to 17 and the introduction of an Early Intervention Psychosis Team (from 13 years onwards). In Worcestershire, the YOS specialist (who is seconded directly from CAMHS) has effective links with the three CAMHS teams and typically gets prompt responses from referrals made. The specialist tends to work with young people who express a preference for a direct YOS intervention and refers other young people to CAMHS. He also has access to an Early Intervention Psychosis Service. The age ceiling for CAMHS in Worcestershire remains at 16 and this is a considerable barrier to effective service provision for the older age group. In both counties, ongoing difficulties remain with the transition group, accessing adult mental health services and the differing definitions of mental health between child and adult services.

To continue improvements to service delivery, the YOS has established a 'Mental Health Service Improvement Group' chaired by the Deputy Head of Service. This group will aim to review barriers to the development of service provision and seek both strategic and operational solutions to these. The group will oversee the implementation of this delivery plan in 2006/7. This group will also be actively involved in the completion of the scheduled EPQA audit and subsequent mental health improvement plan.

The YOS continues to improve its working relationships with both CAMHS services and will seek to complete and implement the Worcestershire protocol and review the Herefordshire protocol in 2006/7. In addition to this, the YOS Deputy Head of Service will review YOS representation on strategic and operational mental health forums to ensure efficient and comprehensive representation. The YOS specialists act as an effective communication channel and feedback priority mental health development issues on a frequent basis. One jointly identified priority for 2006/7 is to create an evaluation framework which aims to increase user feedback and look at longer term outcomes for young people accessing CAMHS services.

In addition to assessment services, the YOS delivers mental health treatment services via its two workers with referrals made to the local CAMHS teams typically if medication is required. In these situations, a young person will go on the CAMHS waiting list, the length of which continues to be a significant problem in Herefordshire.

There is an ongoing need in 2006/7 to improve the uptake of mental health training for all YOS staff. This should include ensuring both specialists are offering training opportunities to staff in their county.

## SUPPORT ACCESS TO MENTAL HEALTH SERVICES ACTION PLAN 2006/07

ACTION	LEAD	DEADLINE	RISKS	LINKS PLANS/PMs
<b>GOVERNANCE AND LEADERSHIP</b>				
Complete and implement a CAMHS protocol for Worcestershire and review the Herefordshire CAMHS protocol	DHOS / Lead Mgr MH	June 2006	Ineffective partnership work	CAMHS Strategies
Review YOS representation on strategic and operational MH forums across both counties.	DHOS / Lead Mgr MH	June 2006	Ineffective partnership work	CAMHS Strategies
<b>PERFORMANCE AND QUALITY SYSTEMS</b>				
Work with CAMHS services to develop an evaluation strategy (user feedback).	Lead Mgr MH	October 06	Ineffective partnership work	CAMHS Strategies
Complete EPQA self-audit and action plan.	Lead Mgr MH	October 06	Inadequate monitoring of service quality	YOS Performance Management Framework
<b>PEOPLE AND ORGANISATION</b>				
Provide ongoing MH training for YOS practitioners	Lead Mgr MH	Ongoing	Lack of Knowledge	HR & Learning Strategy
<b>PARTNERSHIP WORKING</b>				
Formalise agreements for accessing adult MH services.	DHOS/ Lead Mgr MH	October 06	Lack of Access	Adult MH Strategies
Support C&YP Strategic Partnerships in ensuring healthy outcomes for all children and young people.	HOS/DHOS	Ongoing	Needs not addressed at early stage	CUP Plans

**SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES**

**PERFORMANCE & TARGET**

<b>05/06: % YP Screened</b>	<b>94% (831/886)</b>	<b>05/06: % YP receiving specialist assessment in 5 days</b>	<b>93% (85/91)</b>	<b>05/06: % YP having early access to intervention</b>	<b>98% (106/108)</b>
<b>KPI: 06/07 target</b>	<b>100%</b>	<b>KPI: 06/07 target</b>	<b>100%</b>	<b>KPI: 06/07 target</b>	<b>100%</b>

**OVERVIEW OF 05/06**

Nearly all young people receiving a YOS intervention were screened for substance misuse difficulties in 2005/6 using Core ASSET. Those who were not screened were cases where an initial assessment was not completed. In both counties there is a process of compulsory referrals for those young people scoring three or above and a discretionary referral for those scoring two or below. Whilst cases are always discussed with the substance misuse worker, this process facilitates the delivery of low tier interventions by the case manager thus increasing their awareness and skills in relation to substance use.

Of those young people screened, approximately 10% go on to receive a specialist assessment. Compared with the number of young people scoring two or more from ASSET - that is, over a third of all young people screened - it is evident that further work needs to be undertaken to ensure consistent referrals. The Performance and Information Manager will instigate an audit of those scoring two or more to ascertain reasons why this is taking place. For both counties, a rigorous quality assurance process is required to ensure all young people scoring two or above are either being discussed or referred to the specialist workers. Of those who are assessed, 93% were seen within the national target of five working days. This is a considerable improvement on 2004/5 and can be attributed to both a full staff group being recruited and the establishment of assessment clinics which ensures young people can be seen swiftly. The YOS have also improved referral routines to ensure a young person is referred at the appropriate point in the intervention period when services are needed and stand greatest chance of success. Of the 7% of young people not seen within the required time, this is typically due to non attendance of the young person. The Performance and Information Manager will continue to monitor all cases that fall outside the five working days to ascertain the reasons for not meeting the target.

98% of young people assessed as requiring a tier two early intervention receive one within ten working days, typically delivered by the YOS specialist workers. The data shows that typically all young people assessed do require some kind of intervention and the YOS has worked effectively with its substance misuse partners to achieve this target. The YOS have identified a need to improve recording of the detail of substance misuse treatment plans and this will be a priority for the coming twelve months. In addition, further work is required to review the tensions between the Service's need to perform against the YJB targets against the wider strategy to deliver needs led substance misuse services.

The YOS completed an effective practice quality assurance audit in this area in 2005/6 and an initial rating of 1 was confirmed by the YJB. The Lead Manager for Substance Misuse is currently co-ordinating the implementation of the EPQA Improvement Plan in advance of a re-audit to be completed in 2006/7. The YOS aims to achieve a rating of 2 in this service area.

In Worcestershire, there is a need to review the effectiveness of current protocols and update these as required. The YOS is well integrated into the 'virtual multi-agency team' (SPACE) and will sustain this participation in 2006/7. There is more work required in Herefordshire where protocols are required with DASH and Transition Services. ZIGZAG is also implementing the recommendations from the 2005/6 review which has identified considerable development issues to be addressed. In both counties current working agreements would benefit from more detailed Service Level Agreements that clearly define ongoing roles and responsibilities.

Overall, the YOS has continued its effective partnership work with its substance misuse partners in 2005/6. Two priorities for 2006/7 will be an investigation as to why referrals of young people with dependency are low from the YOS and for the YOS to actively participate in the commissioning process of a SMAT database to ensure the information needs of the Service are integrated and any additional recording is kept to a minimum.

## SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES ACTION PLAN 2006/07

ACTION	LEAD	DEADLINE	RISKS	LINKS PLANS/PMs
<b>GOVERNANCE AND LEADERSHIP</b>				
Ensure the substance misuse needs of YOS young people are highlighted in the Children and Young People's Plans for each county	HOS	Sep 06	YOS needs not considered/addressed	C&YP Plan
Resolve the issues around a needs led Substance Misuse service and YOS Performance requirements	DHOS	Mar 07	Clash of culture	Substance Misuse Service Strategies
Complete protocols in Herefordshire, and review the effectiveness of protocols/working agreements in Worcestershire	Lead Mgr SM	Dec 06	Lack of working agreements	CAMHS Strategies
Development of SLA between YOS and SPACE/ZIG ZAG Co-ordinators, defining roles and responsibilities	DHOS	Dec 06	Lack of working agreements	Substance Misuse Service Strategies
<b>PERFORMANCE AND QUALITY SYSTEMS</b>				
Ensure the YOS is involved in the commissioning process of SMAT information systems	Perf & Info Mgr	Mar 07	Incompatible info requirements	SMAT Info Requirements
Investigate reasons for low number of YOS young people referred with dependency	DHOS	Dec 06	Priority YP not being identified	Substance Misuse Service Strategies

## SUPPORT RESETTLEMENT INTO THE COMMUNITY

### PERFORMANCE & TARGET

EPQA 05/06 Initial Rating:

1

EPQA 07 Target Rating:

2

### OVERVIEW OF 05/06

In 2005/6 the YOS completed its first effective practice quality assurance audit into this area of practice. The self assessment rating of 1 (verified by the YJB Regional Manager) identifies that there is a considerable amount of work to achieve to improve the quality of practice in this area. The vehicle for this is the 2005-7 Improvement Plan which the YOS is currently implementing. The plan has 16 actions aimed at improving practice across the 8 YJB defined themes. The YOS will re-audit practice in this area in 2006/7 to identify what progress is being achieved. The YOS continues to see this as an area for substantial development in 2006/7.

There is already evidence of pro-active work in this area. The two multi-agency ETE strategy groups prioritise ISSP and DTO cases to ensure ETE opportunities for this group are maximised. In Herefordshire, a Connexions worker goes to all pre-release planning meetings and in Worcestershire the YOS education workers perform a similar role. Increasingly the YOS request a condition of the young person's licence that they attend in accordance with their educational plan. The Service also plans to provide a DTO process map for all staff so that everyone is clear of the planning processes required and best practice to be achieved associate with resettlement. The Deputy Head of Service will plan a dedicated resettlement training event in 2006/7 to increase YOS staff awareness of the key issues to be addressed and will circulate YJB resettlement guidance.

The introduction of the Case Planning Forum for high risk young people in 2005/6 has provided a vehicle for ensuring all custodial cases are reviewed at the point the young person goes into custody, pre-release and when they are on licence. This allows for more consistent and pro-active planning of these cases to minimise disruption and maximise the chance of a successful transition back into the community. Planning for release is considered at the initial DTO planning meeting, and in 2005/6 66% have been held within the YJB target of ten working days following sentence.

In 2006/7 the YOS will review its key partnership agreements to ensure that resettlement issues are included. Of particular importance are the agreements with Education, Connexions and Social Care. The Head of Service will also ensure that the resettlement needs of YOS young people are highlighted in the developing Children's and Young People's Plans. The YOS also hopes to strengthen its working partnerships with the relevant custodial institutions and will explore opportunities to develop joint working agreements to improve through care and resettlement practice. This may prove difficult due to the differences in working practices across institutions and the need for them to deliver against their core contracts with the YJB.

## SUPPORT RESETTLEMENT INTO THE COMMUNITY ACTION PLAN 2005/06

ACTION	LEAD	DEADLINE	RISKS	LINKS PLANS/PMs
<b>GOVERNANCE AND LEADERSHIP</b>				
Introduce regular (annual) reporting to YOS Management Board on resettlement issues and performance	HOS	From Apr 06	Service area not adequately monitored	Remand Management Strategy
Review current protocols and working agreements with key partners to ensure resettlement issues have been addressed (e.g. education, connexions, social care, substance misuse etc)	HOS	Mar 07	Lack of access to mainstream services	All relevant partner plans
<b>PERFORMANCE AND QUALITY SYSTEMS</b>				
Implement a process of ensuring continuity of Learning Plans	Lead Mgr Resettlement	Apr 06		ETE EPQA
Implement an EPQA resettlement auditing and quality assurance process	DHOS	Apr 06	Inconsistent quality assurance	YOS Service and Area Team Plans
<b>PEOPLE AND ORGANISATION</b>				
Develop and implement YOS resettlement training for all staff	DHOS	June 06	Staff not fully aware of resettlement issues	HR & Learning Strategy
<b>PARTNERSHIP WORKING</b>				
Develop formal working agreements with key custodial institutions	HOS/DHOS	Mar 07	Tension between YOS and Custodial Strategies	Custodial Plans

## PROVIDE EFFECTIVE RESTORATIVE JUSTICES SERVICES

### PERFORMANCE & TARGET

<b>05/06: % of Victims offered opportunity to participate</b>	<b>65% (260/399)</b>	<b>05/06: % of victims expressing satisfaction</b>	<b>88% (38/43)</b>
<b>KPI: 06/07 target</b>	<b>75%</b>	<b>KPI: 06/07 target</b>	<b>75%</b>

### OVERVIEW 05/06

Further work is required for the YOS to meet the YJB target of offering 75% of victims the opportunity to participate in restorative justice processes although a contact rate of 65% represents a 6% improvement on 2004/5. Performance in this area was limited in the first quarter of the year by the absence of a victim worker in Worcestershire and whilst the police were able to undertake some victim work, the Service was not able to offer a full replacement. In addition to the 6% improvement in performance the YOS have also reconfigured victim services with the devolution to the area teams and have also significantly improved the recording of victim work directly onto YOIS.

The YOS do attempt to contact every victim where the information is available and resources allow. Victims are given a 'conditional' offer to participate in restorative justice processes pending the outcome of a full RJ assessment which checks that this is a suitable method of intervention in the individual case. Of those victims who did participate and whose views were obtained, an average of 88% reported they were satisfied or very satisfied. This is a reduction from the 99% satisfaction achieved in 2004/5 and the Service need to review the reasons from the small number of unsatisfied victims to see whether aspects of service delivery need to be improved. At 88%, the Service performance is significantly above the YJB target of 75% and whilst this suggests that the quality of service delivery is good, the number of victims participating in restorative justice processes is still significantly lower than the YOS would like. The YOS will revise its victim policy in 2006/7 and the associated satisfaction form to collect additional information to evaluate the effectiveness of the YOS Service and identify ideas for the development of a more 'victim friendly' service. The YOS also aims to develop in-house mediation services in 2006/7.

The YOS have recognised that restorative justice approaches are not fully embedded in standard practice and requested YJB consultancy support in 2005/6 to help achieve this. Whilst this request was not initially successful, the YOS intends to re-submit an application in April 2006. The YJB have funded two delegates from each regional area to attend specialist training events with a view to sharing and developing good practice across services. Worcestershire and Herefordshire will attend this together with Warwickshire and will then aim to work jointly to improve the delivery of restorative justice services. The YOS have also invested in a 4 day training event for its restorative justice workers aimed at improving both their knowledge and confidence to deliver these services. It is anticipated that RJ staff will have more involvement in the development of restorative conferences and meetings following the training and will disseminate aspects of good practice across the Service. The YOS aim to roll out the YJB INSET restorative justice training in 2006/7 using the two staff members who attended the 'training the trainers' event.

The YOS continue to expand and develop reparation placements although issues of non-attendance cause ongoing difficulties with the maintenance of these placements. Improvements to YOIS recording of reparation work and the preparation of written progress reports should contribute to improved feedback to victims and Referral Order/YISP panels regarding young people's responses to reparative work.



## PROVIDE EFFECTIVE RESTORATIVE JUSTICE SERVICES ACTION PLAN 2006/07

<b>ACTION</b>	<b>LEAD</b>	<b>DEADLINE</b>	<b>RISKS</b>	<b>LINKS PLANS/PMs</b>
<b>GOVERNANCE AND LEADERSHIP</b>				
Write and implement a new Victim Policy	Lead Mgr RJ	June 06	Victim work not fully integrated	Prevention Strategy; YOS Service Plan
<b>PERFORMANCE AND QUALITY SYSTEMS</b>				
Design and implement a new victim satisfaction form and guidance for staff	Lead Mgr RJ	July 06	Inadequate recording	YOS Performance Management Framework
<b>RESOURCES</b>				
Recruit an RJ worker to commence in April 2007	Prevention Mgr	Mar 07	Insufficient RJ resource to provide effective service	YOS Service Plan and RJ Strategy
Develop more integrated RJ practice across the Service via ongoing joint work with Warwickshire YOS to identify and implement best practice	Lead Mgr RJ	Dec 06	Not achieving 'best' RJ practice	Wark YOS YJ Plan
Develop in-house YOS Mediation Services	Lead Mgr RJ	Mar 07	Provision not available	Victim & RJ Strategy
<b>PEOPLE AND ORGANISATION</b>				
Roll out the INSET RJ training across the YOS using the two staff members who attended the training the trainers event	Lead Mgr RJ	Mar 07	Inconsistent roll out	HR & Learning Strategy

## SUPPORT PARENTING INTERVENTIONS

### PERFORMANCE & TARGET

<b>05/06: % of Interventions with Parenting</b>	<b>6.2% (43/699)</b>	<b>05/06: % of Parents expressing Satisfaction</b>	<b>100% (34/34)</b>	<b>2004 EPQA Rating</b>	<b>1</b>
<b>KPI: 06/07 target</b>	<b>10%</b>	<b>KPI: 06/07 target</b>	<b>75%</b>	<b>2005 EPQA Result</b>	<b>2</b>

### OVERVIEW 05/06

This is another performance area that has only been measured for the past two years. YOS performance has dipped slightly in this area in the last twelve months with a reduction (of 0.8%) in the number of parenting interventions delivered when compared with 2004/5 (7%). This is disappointing given that the Parenting worker has reported more group work in Worcestershire and has also take on formal 1 to 1 work where possible to support case managers. The parenting worker has also taken more responsibility for YOIS recording of parenting work. Further analysis suggests that whilst a greater amount of parenting work may have been delivered this may not have necessarily been with parents of young people completing a YOS intervention. The YOS needs to ensure in 2006/7 that priority is given in parenting work to YOS families.

In 2005/6 the YOS implemented a revised Parenting Policy and this was introduced to staff by way of briefings delivered by the parenting worker. The parenting worker reports a more integrated approach to the delivery of parenting services with increased consistency in adherence to the screening and referral process and more involvement of the parenting worker in intervention planning. However, current data on the level of parenting interventions shown above is likely to be a considerable under-representation of that delivered as individual workers are still not accurately recording this work. This suggests that the introduction of the revised policy may have had an impact on practice but not on recording and the Service will continue to promote this in the next 12 months. The YOS aims to improve recording via rigorous quarterly data cleaning which will include the creation of parenting intervention windows in cases where there is evidence of individual parenting work being completed by case managers.

The YOS will review and update the Parenting Policy in 2006/7 with the support of YJB internal consultants to ensure it reflects the expansion in parenting provision into the prevention arena and also to ensure there is comprehensive guidance on the use of screening and assessment tools. The Service also wants to achieve greater attendance of parenting specialists at Referral Order and YISP Panels when a parenting issue has been identified.

In recognition of the need to improve service delivery, the YOS has put in a bid for an additional full time parenting worker as part of the extension of current YJB prevention funding. This worker will focus predominantly on the development of parenting services at the prevention stage but may also be able to offer support and advice for other YOS staff undertaking parenting work across the Service. If successful, this should assist the YOS to achieve the 10% target in this area. The YOS has also established a 'Parenting Improvement Group' and meetings have now been scheduled throughout 2006 to ensure that the group meet on a regular basis.

Of those parents receiving an intervention, 80% gave feedback at the end of the intervention and in all cases reported that they were satisfied with the service they had received. The revised evaluation and satisfaction procedures introduced last year have contributed to the effective monitoring of YOS performance in this area.

Improvements in quality were highlighted by the findings from the 2004/5 EPQA audit which showed the YOS had progressed from a baseline score of 1 in 2004 to a score of 2 in 2005. The YOS is near the end of a 2005/6 Improvement Plan and the most recent review suggested that progress had been made on all actions identified.

## SUPPORT PARENTING INTERVENTIONS ACTION PLAN 2006/07

ACTION	LEAD	DEADLINE	RISKS	LINKS PLANS/PMs
<b>GOVERNANCE AND LEADERSHIP</b>				
Review and update the YOS Parenting Policy to (i) ensure there is guidance on use of a comprehensive set of screening and assessment tools and (ii) ensure the guidance covers parenting preventative services	Prevention Mgr	Sep 06		YOS Service Plans; Corporate Parenting Strategies
<b>PERFORMANCE AND QUALITY SYSTEMS</b>				
Improve parenting recording	Prevention Mgr	Ongoing	YOS not capturing all practice	YOS Performance Management Framework
Conduct quarterly data cleaning to ensure that separate parenting intervention screen is set up to record parenting work	Perf & Info Mgr	From Apr 06	YOS not capturing all practice	YOS Performance Management Framework
<b>RESOURCES</b>				
Recruit an additional Parenting Worker	Acting Prevention Mgr	July 06	Insufficient provision	Prevention Strategy
Increase appropriate attendance of Parenting Specialists at YISP and Referral Order Panels in cases where a parenting issue has been identified	Prevention Mgr	From Apr 06	Insufficient provision	Prevention Strategy
Increase the number of parenting groups/interventions in Herefordshire	Prevention Mgr	Mar 07	Insufficient provision	C&YP Plans
<b>PEOPLE AND ORGANISATION</b>				
Repeat YOS Parenting Awareness workshops on a regular basis	Prevention Mgr	From Apr 06	Inconsistent practice and recording	HR & Learning Strategy

## ENSURE EQUAL TREATMENT REGARDLESS OF RACE

### OVERVIEW

**In May 2005, the YOS completed a Race Audit and Action Plan.** The Plan was developed by a RAAP Working Group, chaired by the Head of Service and consisting of YOS management and staff representatives and external membership from the LCJB Community and Diversity Officer, Herefordshire Race Equality Partnership and input from Worcestershire County Council Corporate Diversity Officer. The following paragraphs provide a summary of key issues identified and progress against the plan thus far:

**1. Agency response to needs of BME young people:** The audit of case examples raised a number of issues that require further exploration relating to the response by agencies to the needs of BME young people. The RAAP identified that services need to obtain the views of BME young people on their experiences of services and respond to issues that are identified

***Progress:*** The YOS have circulated the Race Audit and Action Plan to key partners and used this as a vehicle for raising awareness of key issues at relevant strategic and operational forums. The YOS are currently in negotiation with the Race Equality Council to tender for a review of key areas of service delivery to ensure the YOS is responding appropriately to the needs of BME young people. The Service have delivered Diversity training in Redditch and South Worcestershire and plan to continue this in 2006/7 together with training for working with racially motivated young people.

**2. Data quality issues:** The audit highlighted a number of young people whose ethnicities were 'unknown' on YOS systems. Actions identified were as follows: To reduce by half the number of 'unknown' ethnicity in remand decisions, offences committed and disposals by March 2006 by liaising with the Police and Courts over data quality.

***Progress:*** The YOS have worked with the police to significantly reduce the number of 'not known ethnicities on YOT1s – these have dropped from 4.3% to 3.5%. The YOS Diversity Group is monitoring this and the Performance and Information Officer reports on progress. If required, the YOS will hold briefing sessions with all staff in 2006/7 on the importance of accurate ethnicity monitoring.

**3. Criminal Justice Processes:** The audit raised a number of issues relating to whether the YOS/Youth Justice Agencies are meeting the needs of BME young people. These are as follows; (i) the impact of ASBO conditions on young people and their ability/ likelihood of compliance; (ii) the communication and explanation of bail conditions to young people; and (iii) appropriate targeting of Bail Support and Supervision services; and (iv) the impact of language used within Pre-Sentence Reports.

***Progress:*** Further analysis suggests that there are no significant issues with regard to ASBOs. The YOS have established a process of previewing all custodial cases and associated reports which will be consistently implemented in 2006/7. In the next 12 months the Service aims to: review and revise bail support and remand provision to ensure it addresses the needs of BME young people; to revise documentation given to young people on bail and at the point of charge and to provide training for assessment writers with regard to language, discrimination etc.

**4. Contracting and partnership work needs to incorporate race and diversity issues:** The RAAP identified that there is a need to review existing SLA's and incorporate race equality statements within them, that future SLA's need to be compliant with YOS Race Equality and Diversity policy and that a YOS policy on Diversity and Race Equality within the delivery of subcontracted services needs to be developed.

***Progress:*** This work is being progressed via YOS/WCC HR meetings and is a priority to be achieved in 2006/7. All sub-contracts, SLAs and partnership agreements will be reviewed and an ongoing monitoring framework will be created to ensure that race issues are addressed and adhered to.

**5. Service delivery processes (strategic & operation) need to incorporate race and diversity issues:** The RAAP agreed that the YOS needs to implement an action plan to incorporate race and diversity issues more formally within service provision by monitoring the following: (i) young persons' end of order feedback analysis; (ii) changes in Asset/ ONSET (or similar) scores during intervention; (iii) national standards compliance and (iv) fairness of secure placement decisions.

**Progress:** Race issues are considered in Case Planning Forums and are now a standing agenda item for all team meetings. The YOS will incorporate allocation issues into the allocation working group that has been established. The YOS needs to develop a Race and Diversity Policy, produce information leaflets in relevant local languages and review key performance data (recidivism, national standards) by Race.

**6. Lack of engagement and involvement with BME community groups:** The YOS is engaged with a wide range of BME groups/forums and will be taking forward work to engage with BME community groups through the Local Criminal Justice Board Race Forum, working with relevant REC/Race Equality Partnerships across both Counties and through establishing links with local Faith communities. The aim of this work is to create mechanisms to enable BME input into service delivery and to influence policy and practice development.

**Progress:** The first stage in moving this area of practice forward is to complete the tender process so that the YOS can establish which areas of service delivery it needs to focus on as a priority.

**7. YOS HR processes:** To date the YOS has been dependant on HR policies and procedures within its host agency (WCC). However, it is evident that there is now a need to develop YOS owned HR policies and procedures specific to the needs and culture of the organisation. This should be undertaken with all new policies and procedures being developed with the support of WCC and agreed by the YOS Management Board.

**Progress:** In 2006/7 the YOS aims to review all relevant HR policies and update these to ensure they address issues of race and diversity. This will include adding YOS specific statements to all county council policies to go in induction packs

## ENSURING EQUAL TREATMENT REGARDLESS OF RACE ACTION PLAN 2006/07


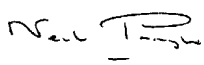




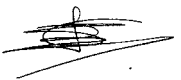

ACTION	LEAD	DEADLINE	RISKS	LINKS PLANS/PMs
<b>GOVERNANCE AND LEADERSHIP</b>				
Review all sub-contracts, SLAs and partnership agreements to ensure they address issues of race and create a monitoring framework to check adherence	HOS	Mar 07	Race issues not integrated	All Protocols, Agreements and SLAs
Develop a formal policy on Race and Diversity	YOS Diversity Grp	July 06	Unclear Strategy	YOS Service Plan
Review all relevant YOS HR policies to ensure they address issues of race and diversity	HOS/DHOS	Dec 06	Race issues not integrated	HR & Learning Strategy
<b>PERFORMANCE AND QUALITY SYSTEMS</b>				
Progress tender process for audit of key areas of service delivery	DHOS	Apr 06	Audit not completed	YOS Service Plan
Review key performance data (recidivism, national standards) by Race	Perf & Info Mgr	From Apr 06	Lack of data	All KPIs
<b>RESOURCES</b>				
Review bail support and remand provision to ensure it meets the needs of BME young people	Lead Mgr Custody	Mar 07	Lack of appropriate provision	Remand Management Strategy
Produce information leaflets in relevant local languages	Lead Mgr Assess	May 06	Lack of information	
<b>PEOPLE AND ORGANISATION</b>				
Commission training with regard to working with racially motivated offenders/ working with hate crime for all staff and anti-discriminatory assessment practice	DHOS	Mar 07	Knowledge base of staff	HR & Learning Strategy

## 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 2006	Management Board
Quarterly review of Delivery Plan within Management Team	July, October, January, April	YOS Leadership Team
Monitoring of Orange or Red Performance Measures	Monthly	YOS Leadership Team

**TABLE C: SIGNATURE OF APPROVAL**

	<b>Name Of Chief Officer</b>	<b>Signature</b>	<b>Date</b>
<b>Chief Executive Of The Local Authority (Worcestershire)</b>	<b>Rob Sykes</b>		<b>20 April 2006</b>
<b>Chief Executive Of The Local Authority (Herefordshire)</b>	<b>Neil Pringle</b>		<b>19 April 2006</b>
<b>Director of Children's Services Worcestershire</b>	<b>Richard Hubbard</b>		<b>21 April 2006</b>
<b>Director of Children's Services Herefordshire</b>	<b>Sue Fiennes</b>		<b>21 April 2006</b>
<b>Health Service : Worcestershire</b>	<b>Colin Vines</b>		<b>24 April 2006</b>
<b>Health Service: Herefordshire</b>	<b>Yvonne Clowsley</b>		<b>20 April 2006</b>
<b>Police Service</b>	<b>Sharon Gibbons</b>		<b>25 April 2006</b>
<b>Probation Service</b>	<b>David Chantler</b>		<b>21 April 2006</b>

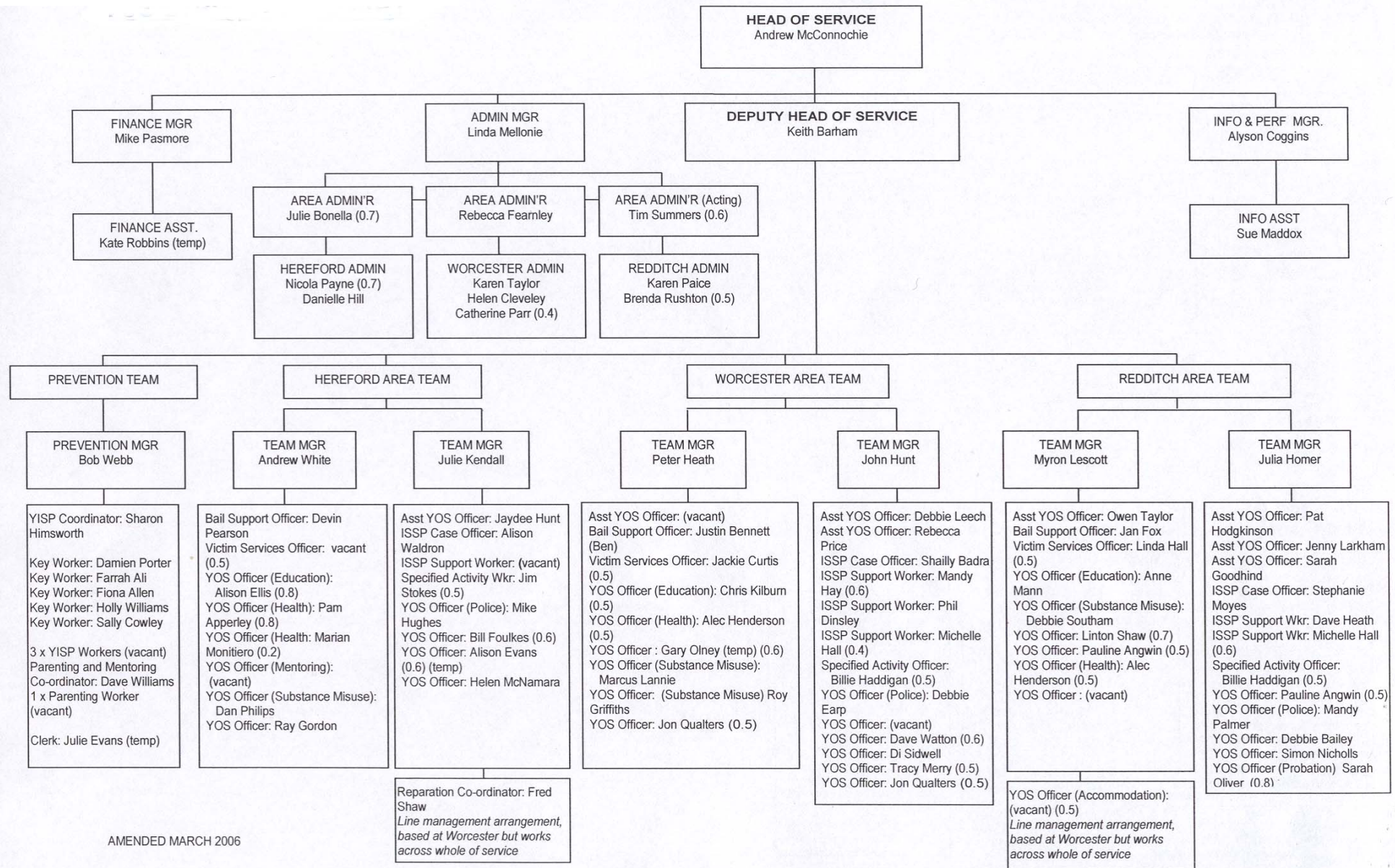
## ***B. APPENDICES***

---

- Org chart
- Performance measures



# APPENDIX A : ORGANISATION CHART



## APPENDIX B: PERFORMANCE MEASURES

### KPIs

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

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
<p><b>Prevent offending (target since 05/06):</b></p> <p>Reduce year on year the number of first time entrants to the youth justice system by identifying children and young people at risk of offending or involvement in anti-social behaviour through a YISP or other evidence-based targeted means of intervention designed to reduce those risks and strengthen protective factors as demonstrated by using ONSET or other effective means of assessment and monitoring</p>		879	<b>2% reduction</b>
<p><b>Prevent Offending (old target):</b></p> <p>At least 200 young people are identified and targeted for support each year</p>	<b>155</b>	<b>NEW TARGET</b>	
<p><b>Intervene early (new target):</b></p> <p>Ensure that 100% of young people on a final warning are supported by an intervention if:</p> <ul style="list-style-type: none"> <li>- their Asset score is greater or equal to 12, or</li> <li>- there are any concerns of risk of serious harm to others, or</li> <li>- their score is less than 12 but any sections score 4</li> </ul>			100
<p><b>Intervene early (old target):</b></p> <p>Ensure that 80% of all final warnings are supported by an intervention programme</p>	<b>84%</b>	81.2%	
<p><b>Reduce re-offending:</b></p> <p>Achieve a reduction in re-offending rates by 5% in 2006-07, when compared with the 2002-03 re-offending cohort, with respect to each of the following four populations:</p>	<b>2002/03 cohort % reoffending after 24 months:</b>	<b>2003/04 cohort % reoffending after 24 months (if available):</b>	<b>2004/5 cohort % reoffending after 24 months:</b>
Pre-court	<b>36%</b>	<b>39.9%</b>	Reduction of 5%
First tier penalties	<b>73%</b>	<b>64%</b>	Reduction of 5%
Community penalties	<b>78%</b>	<b>81%</b>	Reduction of 5%
Custody	<b>88%</b>	<b>73.7%</b>	Reduction of 5%

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
<b>Reduce the use of custody (secure remands):</b> Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional / unconditional bail) to 30%	34%	57.6%	30
<b>Reduce the use of custody (custodial sentences):</b> Reduce the number of custodial sentences as proportion of all court disposals to 5%	5.5%	4.9%	Reduce to 5%
<b>Ensure the swift administration of justice:</b> Ensure that 90% of pre-sentence reports are submitted within <b>10 days for PYOs</b>	93%	75%	90
Ensure that 90% of pre-sentence reports are submitted within <b>15 days for general offenders</b>	94%	87%	90
<b>Ensure effective and rigorous assessment, planning and supervision</b> Ensure that 100% of assessments for <b>community disposals</b> are completed at <b>assessment</b> stage	99%	97%	100
Ensure that 100% of assessments for <b>community disposals</b> are completed at <b>closure</b> stage	99%	93%	100
Ensure that 100% of assessments for <b>custodial sentences</b> are completed at <b>assessment</b> stage	100%	86.8%	100
Ensure that 100% of assessments for <b>custodial sentences</b> are completed at <b>transfer</b> stage	100%	93%	100
Ensure that 100% of assessments for <b>custodial sentences</b> are completed at <b>closure</b> stage	100%	97%	100
Ensure that all <b>initial training plans for DTOs</b> are drawn up within <b>10</b> working days of sentences being passed	60%	66%	100
<b>Support young people engaging in education, training and employment:</b> Ensure that 90% of young offenders who are supervised by the Yot are either in full-time education, training or employment	71%	73.8%	90
<b>Support access to appropriate accommodation:</b> Ensure that all Yots have a named accommodation officer and that 100% of young people subject to final warnings with intervention, relevant community based penalties or on release from the secure estate have suitable accommodation to go to	91%	89%	100

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
<b>Support access to mental health services:</b> Ensure that all young people who are assessed by ASSET as manifesting <b>acute mental health</b> difficulties are referred by YOTs to the CAMHS for a formal assessment commencing within five working days of the receipt of the referral with a view to their accessing a tier 3 service based on this assessment	100%	100%	100
Ensure that all young people who are assessed by ASSET as manifesting <b>non-acute mental health concerns</b> are referred by the YOT for an assessment and engagement by the appropriate CAMHS tier (1-3) commenced within 15 working days	98%	96.3%	100
<b>Support access to substance misuse services:</b> Ensure that all young people are screened for substance misuse	100%	93%	100
Ensure that all young people with identified needs receive appropriate specialist assessment within 5 working days of assessment	65%	98.5%	100
Ensure that all young people access the early intervention and treatment services they require within 10 working days of assessment	100%	100%	100
<b>Provide effective restorative justice services:</b> Ensure that 75% of victims of youth crime referred to Yots are offered the opportunity to participate in a restorative process	59%	65%	75
Ensure that 75% of victims are satisfied	99%	88%	75
<b>Support parenting interventions:</b> Ensure that 10% of young people with a final warning supported by intervention or a community disposal receive a parenting intervention	7%	6.2%	10
Ensure that 75 % of parents participating in a parenting intervention are satisfied	95%	100%	75
<b>Ensure equal treatment regardless of race (new target):</b> Yots must deliver targeted activity that substantially reduces local differences by ethnicity in recorded conviction rates, by March 2008			
<b>Ensure equal treatment regardless of race (old target):</b> All YOTs to have an action plan in place to ensure that any difference between the ethnic composition of offenders on all pre-court and post-court disposals and the ethnic composition of the local community is reduced year-on-year			NEW TARGET

**EPQA**

<b>Theme and measure</b>	<b>Initial score</b>	<b>Predicted score</b>	<b>Actual score</b>
<b>Prevention: post 07</b>			
<b>Early intervention: Final warning interventions</b>	<b>2</b>	<b>3</b>	<b>2</b>
<b>Intensive supervision: ISSP post 07</b>			
<b>Managing demand for custody: Remand management 05 – 07 or 06 – 08</b>			
<b>Swift administration of justice: post 07</b>			
<b>Restorative justice and victims: post 07</b>			
<b>Race (n/a)</b>			
<b>Recidivism (n/a)</b>			
<b>Assessment, planning interventions and supervision</b>	<b>2</b>	<b>3</b>	<b>2</b>
<b>Education, training and employment</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Substance misuse: 05 – 07 or 06 – 08</b>			
<b>Mental health: 05 – 07 or 06 – 08</b>			
<b>Accommodation (n/a)</b>			
<b>Resettlement</b>			
<b>Parenting</b>	<b>1</b>	<b>2</b>	<b>2</b>