



Youth Justice Plan

2006 – 2007

TABLE OF CONTENTS

A.	Summary	3
B.	Local Planning Environment	4
C.	Drivers of Performance	5
	C.1 Governance and Leadership	5
	C.2 Performance and Quality Systems	6
	C.3 Resources	7
	C.4 People and Organisation	13
	C.5 Partnership Working	15
D.	Delivery Plan	17
E.	Review and Approval	33
F.	Appendices	35

Appendices

Appendix A:	Organisational Chart	35
Appendix B:	Performance Measures	36

A. SUMMARY

Overview:

The performance of Haringey YOS in the past year has to be judged against the background of a complete re-structure, move to split sites, changes and gaps in staffing, including senior management, and ongoing frozen vacancies. Not unexpectedly, there was a slight dip in performance as a result, but improving performance is now a priority for the management team. Services continue to be delivered by the Prevention, Court, Restorative Justice and 2 Intervention/Casework Teams.

216 Start ASSETs have been completed since April 2005. 19 Final warning ASSETs had an average overall score of 4.7, community penalties had an average score of 19 and custodial had an average of 25.9. The overall average scores at all stages has increased year on year for the last two years.

Certain performance measures continue to present challenges for the YOS and the active involvement of the YOS Partnership Board in addressing these is proving to be very useful. Priority areas for 2006 will relate to use of remand and custodial sentences, via regular meetings with the Bench Legal Manager, local crown courts and co-opting a court representative onto the Partnership Board; parenting, via recruitment of a new parenting worker; education, training and employment (ETE), by identifying gaps in provision of services and substance misuse via the recruitment of a second worker.

Haringey YOS chose to focus on (1) resettlement and (2) bail and remand management for EPQA self assessments in 2005, as these were areas where significant improvements could be identified and achieved. Both areas scored 1 and the Action Plans have been approved by the Partnership Board and will be regularly reviewed by the Management Team.

The 2004 cohort had a re-offending rate after 1 year of 32.4% which was a 4.4% reduction compared to the previous year. However, the 2003 cohort had a re-offending rate of 45.8% after 2 years which was a 7% increase on the previous year.

The key objectives for the forthcoming year are:

- Recruitment to vacant positions – substance misuse, parenting, group work, YOS worker, psychologist.
- Recruiting 2 new workers (outreach and parenting workers) with additional 2 year funding for prevention from YJB.
- Combine the Prevention Team with other YOS services on one site.
- Finalise Resettlement and Aftercare Programme (RAP) and Intensive Supervision and Surveillance Programme (ISSP).
- Now the restructure review has taken place, consolidate individual performance by inculcating a performance management culture and including measures, as appropriate, as individual appraisal objectives.
- Carry out measures defined in Resettlement and Bail and Remand Action Plans in order to improve service delivery in these areas.

B. LOCAL PLANNING ENVIRONMENT

Local planning environment particularly looking at how the right balance is being achieved between children's services and crime and disorder / community safety:

Haringey YOS is managed by the Safer Communities business unit, based within the Chief Executive's Directorate, but has close links with the Children's Services. In order to ensure that the issues and needs of children and young people at risk of or actually offending are addressed in other arenas, the YOS is represented on the following local boards/steering groups – Children and Young Person's Strategic Partnership Board, Safer Communities, Anti-social Behaviour, Other Violent Crimes, Acquisitive Crime, DIP/POPO, Local Criminal Justice Board, Youth Court Liaison Panel, Junior and Senior YIPs, YISP, Safeguarding Children, Children's Fund, Neighbourhood Renewal Fund, Pupil Support Centre, MAPPA (when appropriate), Connexions LMC, Development and Training, Youth Crime Prevention. Many partners have shared or similar objectives in terms of the "Every Child Matters" agenda and these are addressed in the various protocols, procedures etc which are drawn up, and reviewed annually, by the YOS. Additionally, the YOS contributes to the business plans of other local authority departments and partner agencies when appropriate – e.g. Young People's Substance Misuse Plan. Good communication with the local police – the Borough Commander chairs the YOS Partnership Board and an Inspector, based part time in the YOS, is responsible for prevention work – ensures that any conflicting targets can be routinely addressed. The YOS also has a positive relationship with the Youth Court which, again, enables any difficulties to be resolved directly. However, further information with regard to annual performance measures will be provided to the Court this year to enable greater understanding of the YOS's priorities.

YOS members of staff have been seconded to the Youth Justice Board, Multi-systemic Therapy pilot scheme and Behaviour Improvement Programme for varying periods of time and will be able to both give and gain skills from the organisations involved.

The YOS has been fully involved in the development of the Children and Young People's Plan by contributing at the various discussion fora which have been set up. Two members of the Children's Service are members of the YOS Partnership Board; the YOS is now represented on the Children and Young Persons Strategic Partnership Board and the YOS manager is a member of the Children's Services Leadership, Children's Workforce Strategy and Family Support groups. The Chair of the YOS partnership Board represents the interests of the YOS at the Safer Communities Executive Board.

C. DRIVERS OF PERFORMANCE

C.1 GOVERNANCE AND LEADERSHIP

Overview particularly looking at strategic management and leadership arrangements:

Haringey YOS's position in the Safer Communities Unit of the Chief Executive's Service, ensures that, strategically, it is able to address crime and disorder relating to children and young people within the context of the Council's overall vision to make Haringey a place where people will choose to live and work. The work of the YOS is overseen by the Partnership Board (membership outlined below) which meets quarterly with agreement to meet more frequently if necessary. In order to improve the quality of governance a representative from the local Youth Court and CAMHS has been invited onto the Board: additionally, the Performance Co-ordinator will attend regularly to further increase the profile of performance within the YOS. Other partners will be invited to attend for specific topics – e.g. to provide information with regard to the Joint Area Review.

Table A: Composition of Management Board

Name	Agency representing	Post in agency	Ethnicity	Gender
Chair: Simon O'Brien	Metropolitan Police	Haringey Borough Commander	White uk	male
Cecilia Hitchen	Children's Service	Deputy Director	White uk	female
Jean Croot	Safer Communities	Head	White uk	female
Linda James	Haringey YOS	Strategic Manager	White uk	female
Jan Doust	Children's Service	Head of Children's Network	White uk	female
Catherine Kwan	Crown Prosecution Service	Borough Crown Prosecutor	Chinese	female
Nilgun Canver	Haringey Council	Executive Member for Crime and Community Safety	White other	female
Sean Walker	London Probation Area	Head of Service delivery- Haringey	White uk	male
Claire Wright	Haringey Teaching Primary Care Trust	Assistant Director, Children and Young People and Family Services	White uk	female
Matthew Hazelton	Haringey Youth Court	Bench legal advisor	White uk	male
Shaun Collins	CAMHS	Assistant Director	White uk	male

C.2 PERFORMANCE AND QUALITY SYSTEMS

Performance management and data quality are themes which form part of every YOS meeting agenda, including the new Management Team meetings, as it is recognised that these are key to improving service delivery.

The YOS has invested more staff time to facilitate increased activities concerned with data inputting, cleansing and interrogation. A Data Officer has been appointed in this respect to assist with the preparation and data cleansing for the Returns and the National Standards Audit.

The service's data performance staff now produce monthly reports for the management team highlighting information gaps and inaccuracies on YOIS. Data relating to the completion of asset is issued fortnightly. The data will continue to be used to monitor staff performance in relation to YOIS and action then taken to address the gaps. Monthly monitoring of the performance measures will continue to allow the management team to vigorously track and action any ongoing issues as they occur rather than analysing the data retrospectively. Data is now cleansed on a monthly basis to allow the Performance Co-ordinator to maintain accuracy. Following the implementation of YOIS Plus, the Data Analyst created new walkthroughs for all staff, which serve as a step-by-step guide to assist data recording. A computer is also available for staff supervision sessions, which will improve monitoring of each worker's caseload.

Additionally, the service underwent a technical refresh of all hardware and software within the council. After initial difficulties, this should improve network links and will provide a live network link via laptops which will expedite the flow of documentation direct from the court.

The phased introduction of secure email will also have a positive impact upon performance. It will improve all information flows (court result notifications, PSR requests, secure booking forms etc) between criminal justice organisations and is now operational.

All staff appraisal objectives for 2006/7 will be carefully linked to the YOS' performance measures and other service objectives. These will be reviewed regularly through monthly supervision meetings and via the Council's appraisal review process in May and then October/ November 2006.

C.3 RESOURCES

C3 a Financial resources

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

- Although in terms of inflation the YOS budget has increased slightly we also have to make efficiency savings of £11k. This relates to savings of £2k on staff travel costs based on more effective usage of our video link to secure estates. There is also an additional saving of £9k against a social worker post – this saving was originally dependent on the YOS gaining an additional probation officer which has not materialised.
- The YOS continues to provide a service that is highly dependent on grants and other sources of additional funding – 49% of total planned funding for 2006/7 is through this source of which YJB grants comprise 75%.
- The YJB has given approval for Haringey YOS to operate it's YJB Resettlement & Aftercare Programme in-house
- The YOS has funding through the YJB Prevention Work with young people; two workers will be recruited to the project.
- The Psychologist post within the YOS is currently vacant and recent interviews did not result in a member of staff being appointed. We are currently investigating the provision of alternative resources to address this gap in provision.
- Funding of £1,000 has been obtained for the YOS to pilot an SMS text messaging service with a view to increasing compliance rates

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

Core activity	Budget expenditure (£)
Preventive services	£723,698
PACE Services	£32,000
Pre-court services	£41,506
Court-based services	£302,587
Remand services	£261,666
Community-based services	£845,927
Through care / after care (including RAP)	£380,859
Other orders	£129,591
Total:	£2,717,834

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

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Police	£217,000	none		£217,000
Probation			£59,000	£59,000
Children’s Services	£324,276		£197,744	£522,020
Education	£97,000		£45,000	£142,000
Health (from Table A2b)	£44,979			£44,979
Local Authority Chief Executive	£407,116		£33,145	£440,261
Additional Funding (from Table A2a)	£1,106,574		£186,000	£1,292,574
Total (same as Table A1)	<u>£2,196,945</u>		<u>£520,889</u>	<u>£2,717,834</u>

Table A2a: Additional sources of income

Additional source	Amount (£)
Single Regeneration Budget	
European Funding	
Youth Justice Board	£990,255
Other	
Neighbourhood Renewal Funding	£302,650
Total (for inclusion in Table A2)	£1,292,905

Table A2b: Health service contributions to the Youth Offending Teams

Health contribution: Funding source	Amount (£)
Source 1: CAMHS – Psychologist	£28,979
Source 2: School Nurses	£16,000
Source 3: (etc)	
Total (for inclusion in Table A2)	£44,979

C3 b PROGRAMME RESOURCES

Overview of programme resources including services to meet specialist needs:

The YOS, in partnership with its statutory and voluntary sector providers, has developed a range of programmes to prevent offending and re-offending by children and young people in Haringey. These include:

- Substance Misuse -The YOS will recruit a second specialist Substance Misuse Worker to assess young people after initial screening by YOS practitioners. The Substance Misuse Workers will offer tier 2 intervention to those in need. The YOS has developed a cannabis awareness programme and is commencing work on an alcohol awareness programme. The workers also offer training as part of the induction of new staff and to YOS Referral Order Panel volunteers. The YOS works closely with Step Ahead to engage those in need of tier 3 and 4 intervention and a “satellite” service at the YOS premises has recently been set up.
- Mental Health - The YOS had a temporary part-time Psychologist whose contract ended at the end of January 2006 and a permanent replacement is being recruited. Due to the post being shared with the Adolescent Outreach Team, improvement has been made regarding speed of referrals and psychiatric assessments. In 2005 Inset mental health training took place for case workers, and a workshop focussing on the completion of specialist assessment tools for healthcare staff and others has taken place.
- Accommodation - Funding for the Accommodation Support Worker Post has been agreed for another year (2006-07), but the post was vacant for some time and has recently been recruited to. The post is pivotal to the bail and remand strategy and also to support young people who are placed in independent living.
- Specialist groups - Having identified the over representation of young black men, in the criminal justice system the YOS has devised group work programmes aimed specifically at addressing their needs. Similarly, a young women’s group, based on the success of a programme delivered for the International Women’s Day, continues to be run. A second group worker is being recruited. These groups form part of the rolling programme of group work which is offered in the YOS and is subject to review.
- Multi Systematic Therapies (MST) - The YOS continues to be part of a pilot programme managed and delivered by the Brandon Centre which uses the MST approach to support young people and their families in preventing offending and addressing its underlying causes. The programme is being used as a research project which has a randomised control group and clearly identified criteria, so is not offered universally.

The major gap in provision remains:

ETE – The YOS currently employs a teacher on a 0.8 part time basis and would benefit from additional input from educational services. 3 Connexions PA staff are attached to the YOS, but there continues to be a lack of suitable ETE placements for YOS clients, (particularly for those over statutory school leaving age, who are also in need of basic skills provision) and a lack of vocational education for those of school age. The opening of the Bruce Grove Youth Centre may assist in this area.

C3 c INFORMATION TECHNOLOGY

The purchase of YOIS Plus has assisted with data recording due to improved validation and practice performance management. We have arranged for our generic appointment letters to be added to YOIS Plus so that it automatically generates letters from YOIS to save valuable time for practitioners.

We have recently undertaken a technical refresh of all IT hardware and software within the service. We have purchased a dedicated server for YOIS Plus which has expedited response time when mobile working. We now have the ability to access network services at court which has streamlined the court practice.

We are currently piloting a SMS Text Messaging service which allows practitioners to send text messages via Outlook to clients to remind young people of appointments. This will assist the enforcement process and is expected to have a positive effect on attendance.

The infrastructure is now in place to implement the first phase of Secure Email which has now gone live. We now have the ability to electronically send forms to the secure placements team.

We are currently exploring the viability of purchasing a digital pen/paper which allows staff to complete forms whilst away from the council IT network. This will help us better manage our information capture and processing activities via the ability to create assets/sentence plans whilst away from the office.

PCs have been purchased for the interview rooms to allow immediate data access & recording whilst intervention sessions are in progress. We are currently investigating purchasing the Viewpoint application which allows young people to directly input their own "What Do You Think?" Asset. It would also allow data aggregation to support service planning.

Staff have access to the Xhibit portal which allows access to crown court results and future appearances via an internet portal. This has improved the link between Crown Courts and YOTs.

C.4 PEOPLE AND ORGANISATION

C4 a WORKFORCE PLANNING

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

Details of staff are contained in table A3 below. Staff are in the process of being recruited to the vacant substance misuse, parenting worker, group worker, YOS worker, psychologist and 2 prevention worker posts. There is, inevitably, a gap between staff members leaving and replacements being appointed and it must be acknowledged that this can have a detrimental effect on services being provided. Men are under represented in the workforce in relation to the make-up of service users and this will be borne in mind in recruitment processes. Additionally, recruiting those with other languages would be an asset to the service.

The RAP service has been taken "in-house" this year and an additional worker will be appointed under the agreed re-configured budget.

In 2006/07 the YOS will reduce its use of agency staff in order to contain staffing costs. Unfortunately, the YOS has an over- reliance on different types of short term funding for staff and this will be investigated this year. Requests will also be made to partner and voluntary agencies for additional resources, which may take the form of the provision of services rather than actual staff members.

C4 b Workforce development

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

The Youth Justice Board is proposing changes to workforce training in 2006 and the final decisions are awaited. There will be a reduction in access to the Professional Certificate in Effective Practice (PCEP), with financial implications for the YOS on an incremental basis throughout 07/08. The organisation of Inset training is also being altered, being centrally, rather than locally, provided. The YJB HR Strategy also plans to develop a Management Development Programme for operational managers and highlights volunteer training as a significant priority. Volunteers in Haringey already receive training and the opportunity to complete an accredited volunteering course. The assessment and management of risk has been identified as an area for development and training has recently taken place. As a result, further workshops are being set up locally to address ongoing issues and it may also be possible to include these in Inset training.

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

Please ensure the two Totals are the same, and that all data entered here is consistent with that entered into Themis

	Managers Strategic	Managers Operational	Senior practitioners (FT)	Senior practitioners (PT)	Practitioners (FT)	Practitioners (PT)	Administrative	Sessional	Students/trainees	Volunteer	Total
Permanent	1	3	4		21	5	8	35	4	28	109
Fixed Term											
Seconded Social Services											
Seconded Probation											1
Seconded Police		1			2						3
Seconded Health						2					2
Seconded Education						1					1
Seconded Connexions					3						3
Seconded Other											
Outsourced					5	4					9
Temporary					1		1				2
Vacant					4		2				7
TOTAL	1	4	4		36	12	11	35	4	28	137
Gender/Ethnicity											
White Male		1	1		5	1	1		1	3	13
Black Male					8	3	1	8		3	23
Asian Male								1			1
Mixed Race Male								1			1
Chinese/Other Male											
White Female	1	1	1		8	5	3	1	1	13	34
Black Female		2	2		11	4	4	15	2	9	50
Asian Female								1			1
Mixed Race Female								1			1
Chinese/Other Female		5						7			7
TOTAL	1	4	4		34	11	9	35	4	28	130

C5. PARTNERSHIP WORKING

Overview of partnership working including complementary and conflicting targets:

- Excellent support from the Police -- Borough Commander is Chair of YOS Partnership Board, Inspector based in YOS one day per week is responsible for youth crime prevention and Safer schools programmes, two police officers based in YOS. Local police operations, objections to bail in individual cases etc can adversely affect YOS targets, particularly with regard to remand and custody.
- Excellent support from Chief Executive – financial commitment + regular information on London-wide fora.
- Excellent support from Executive Lead Member - YOS Management Board and regular information flow.
- Good support from:
 1. Probation with constructive discussions relating to transfer of cases and Priority and Other Prolific Offenders.
 2. Health – ongoing discussions with regard to provision/access to further services from health
 3. CAMHS – a representative has been invited onto the YOS Partnership Board.
 4. Children's Service – in particular, there are overlaps in relation to Looked After Children, Children in Need, educational and youth service provision, drawing up Children and Young Person's Plan etc.
 5. Youth Court – a representative has been invited onto the YOS Partnership Board.
 6. Effective working arrangements through SLAs/Contracts with both statutory and voluntary sector providers.
 7. Strong links to faith and community groups – Faith Breakfast meetings, member of Peace Alliance etc.
 8. Initial approaches have been made to Tottenham Hotspur Football Club to undertake some joint work to benefit both young offenders and the community.
 9. We will be developing stronger links with Haringey Homelessness Services to improve access to accommodation for young offenders.
 10. Strong links have been forged with the DAAT who are also a unit within the Safer Communities section.
 11. Links will be made with Regeneration with a view to improving ETE provision.

DELIVERY PLAN

D. DELIVERY PLAN

PREVENT OFFENDING

In the year 2005-2006 the 3 projects in the Prevention team – JYIP, On Track and the YISP all worked together as the restructured Prevention Team to offer support to families of children and young people aged 5 – 18 who are at risk of being involved in negative behaviour and offending. This support included involving children in breakfast clubs, lunchtime activities, in- school support – anger management groups, behaviour management through chess and individual work with targeted children and young people. This work was enhanced by our continued liaison with partner agencies and this work continues and is shown to improve the positive outcomes for children and their families.

All children and young people referred now have an ONSET assessment and plans are then devised to meet their individual needs.

Home School liaison has improved through the work of our Home-school co-ordinator and more parents are now involved in the work of the school and have a better understanding of their children's education.

Sporting activities – basketball and football have been used to engage children and young people and this is linked to their work in the classroom ensuring positive outcomes for those with challenging behaviour. These will be continued with increased contact with teachers linking the work done in the playground with work in the classroom and enhancing the school's behaviour policy.

A residential weekend took place at Pendarren House, a Haringey Outdoor education facility in Wales, with parents (including 4 fathers) and their children. This proved to be very successful as both individual parents and children saw each other in vulnerable positions where they were able to help each other; they were able to try new activities together away from the hustle and bustle of London in a relaxed atmosphere. Our aim is to continue these weekends involving parents and children if funding levels are sufficient.

We aim to increase our involvement with parents, especially fathers, to ensure their co-operation and to strengthen their ability and resolve to improve the positive life chances for their children and young people.

We aim to continue and increase our work with children and young people aged 13-18 by ensuring that, through regular roadshows, relevant agencies are aware of the work of the YISP and Prevention Team, thus increasing referrals and ensuring that any gaps in service are addressed. Effective links have been made with the Anti-Social Behaviour Team and all young people subject to ABCs are also referred to the YISP.

Data:

KPI: 05/06 April – December actual	<u>223</u>
KPI: 06/07 target	5% reduction

INTERVENE EARLY

The Prevention Team is now jointly managed by an Operational Manager and a Police Inspector based one day a week in the YOS. This has facilitated excellent links with the police locally and the Prevention Team's proposed move to the YOS (so that all staff are on one site) later this year will further add to providing a "seamless" service for children and young people.

All Final Warnings have been administered by two Police Officers in the Haringey YOS and there was a short gap when one of these officers left last year. He has now been replaced and the YOS has just received a third police officer and administrative assistant which will contribute enormously to prevention (and victim) work in the YOS. Despite these staff changes, the YOS has continued to meet and, indeed to exceed, the annual performance target.

Final Warning Policy and Procedures have now been drawn up and the information leaflet up dated. The procedure for Final Warnings will remain that the young people will be fully assessed, an Asset completed on YOIS and either an appropriate intervention will be offered or a referral made to a suitable scheme/agency. Those subject to Final Warnings can access the various groups run within the office if appropriate and, subject to funding, we plan to extend the Weapons Awareness course to pre-court cases in 2006.

Data: Final Warnings

KPI: 05/06 April – December actual (old KPI)	<u>97%</u>	EPQA: 03 rating	<u>2</u>
KPI: 06/07 target (new KPI)	<u>100%</u>	EPQA: 05 result	<u>2</u>

PROVIDE INTENSIVE COMMUNITY SUPERVISION

The North London ISSP provides an intensive community intervention programme for both prolific and serious offenders and Haringey has access to 12 places on the scheme. Demand outstrips availability and, on occasions, places have been “borrowed” from neighbouring Boroughs in the scheme and, when funding allows, additional places have been purchased. The advocates on the current scheme are recruited from the local community and reflect the ethnic diversity of the Borough. ETE is a key feature of the programme and emphasis is placed on this area of work. The ISSP provider will change in July 2006, as the contract for the next year has been awarded to NACRO. Negotiations are currently taking place to draw up a clear specification for the new scheme. Both operational and steering groups will monitor the level and quality of provision of the new scheme.

Group workers provide additionality to the supervision carried out by case workers and, after a gap of 3 months, we are now recruiting to the vacant group work post. The group work programme includes:

The Impact Road Show for young people committing car related offences – this has been further developed to include theory and law;
Weapons Awareness Course run in conjunction with the Red Cross and offering a First Aid certificate;

Young Black Men’s Group; looking at increasing young men’s awareness of their race, culture and heritage whilst exploring the offending behaviour of the group.

Young Women’s Group; incorporates raising awareness about sexual health, substance misuse as well as well as developing life and social skills.

Managing Emotions Programme which is often run on an individual rather than a group basis due to the issues raised.

A Cannabis Awareness group has also been developed and is run regularly;

A parenting drop-in session runs fortnightly and a parenting support group will be established once a second parenting worker has been recruited.

The development of any new intensive community programmes is communicated to the court via the Youth Court Panel and training is delivered to youth court magistrates on a regular basis. Our intention is to produce a quarterly Newsletter in future as identified in the Inspection Self-Assessment.

REDUCE RE-OFFENDING

During 2005 the re-structured service was reviewed and has now bedded down – the Pre-Sentence Team is acquiring skills in both report writing and in their relationship with the Youth Court which continues to be positive. As a result the magistrates have confidence in the services offered. The Restorative Justice Team has cleared the backlog of Referral Orders awaiting panels as more volunteers and an administrator have been recruited and this has allayed the Court's concerns in this area. The specialist workers in the Casework Teams continue to provide additional services to practitioners and the recruitment of additional group, substance misuse and parenting workers will contribute further.

Asset training has taken place and will continue to be rolled out regularly due to staff turn-over to ensure consistency and quality in this area. Additionally, workshops in relation to linking Assets and forming SMART objectives will be set up.

The RAP scheme has been in existence for a year now and has recently been taken into the YOS to ensure consistency in the management of the scheme. The programme operates on a voluntary basis and focuses on young people with substance misuse and/or mental health problems – both significant risk factors in offending.

The presence of a teacher in the YOS ensures that all young people under the age of 16 have a school place. The Connexions workers concentrate on those over 16, but the high level of worklessness within the Borough, combined in some cases with a lack of basic skills, adversely affects the rate of employment in this age group. A job club is run regularly to enhance CV writing and interview skills. Links are being made with the Haringey Employment Forum and Regeneration to ensure that young people's needs are considered.

Data:

KPI: 05/06 actual (Oct – Dec cohort)	<u>45.8%</u>
KPI: 06/07 target	<u>44%</u>

REDUCE THE USE OF CUSTODY

It has to be acknowledged that Haringey is a high crime area, with significant levels of deprivation and a small number of young people committing serious offences which, invariably, attract custodial sentences. Haringey YOS had previously been identified as a high custody area and, as a result, work was undertaken with a YJB consultant in 2005. Remand Management was deliberately chosen as one focus for EPQA in 2005 in order to improve services in this area. The EPQA score is currently 1 and an Action Plan has been drawn up and approved by the YOS Partnership Board. Work is continuing on the Action Plan with a remand strategy being drawn up; a weekly custody panel has been established and this identifies young people at risk of custody and reviews those who have gone into custody to establish any professional issues which could have prevented this; robust bail supervision and support packages are being developed and the ISSP co-ordinator attends the custody panel meetings. There are 12 ISSP places in Haringey and this restricts the number of ISSP packages which can be proposed to the Courts – the scheme always operates at full capacity.

Data:

KPI: 05/06 April – December actual	<u>49%</u>	KPI: 05/06 April – December actual	<u>6%</u>	EPQA: 05 rating (where applicable)	<u>1</u>
KPI: 06/07 target	<u>36%</u>	KPI: 06/07 target	<u>6%</u>	EPQA: 07 target	<u>2</u>

ENSURE THE SWIFT ADMINISTRATION OF JUSTICE

The specialist PSR and Court Team has resulted in a consistent and skilled service being provided to the Youth Court. Positive working relationships continue with the court with regular attendance and training being provided by YOS staff members at the Youth Court Panel meetings. The Team Manager of the pre-sentence team attends fortnightly tracker meetings held at the local court to ensure that PYO's are dealt with within the 71 day target. The YOS strategic manager meets regularly with the Bench Legal Manager and will attend the local Criminal Justice Group in future. A Legal advisor from the court has been co-opted onto the Partnership Board, as the Court is instrumental in influencing a number of KPIs. Quarterly performance monitoring reports are provided to the Court from the Partnership Board.

Reports are allocated and completed within the time scales requested from the Courts and requests for further remands are rarely requested by the YOS, allowing sentencing to take place on the due date. An analysis of reports not completed within the target timescales indicates that these are largely Crown Court remands where additional time has been allowed for a variety of reasons. Inevitably, the majority of these cases involve more serious offences, more complicated circumstances and assessments of dangerousness and are, therefore, more time consuming to prepare.

Data:

KPI: 05/06 April – December actual	<u>80%</u>
PI: 06/07 target	<u>90%</u>

ENFORCEMENT AND ENABLING COMPLIANCE

The National Enforcement Board measure is “an average of 35 working days from the relevant unacceptable absence to resolution of the case; to resolve 50% of cases within 25 working days of the relevant unacceptable absence.” The YOS is working towards this target.

The Youth Justice Board has recently issued guidance on arrangements for quality assessing performance against a range of key quality indicators linked to enabling compliance, which will then become a focus of work in the YOS. However, work in this area has already started in Haringey as a result of the EPQA inspection into bail and remand management and re-structuring with a specialist PSR and Court Team. Compliance and Enforcement procedures have been reviewed and re- launched this year – this includes a review of consistency of practice, “what works” in terms of encouraging young people to comply and how to enlist the support of parents/carers in this area. Additionally since 2005, as part of the APIS EPQA action plan a compliance and enforcement checklist was developed to be used with all young people. It enables practitioners to gather information about the young persons personal circumstances, culture, educational ability in order to identify the barriers to compliance and so a plan can be put in place from the beginning of the intervention to reduce the barriers or overcome them. We have recently introduced the computer “Texting” programme and will monitor its success over the year to establish whether the programme has contributed to an increase in compliance. A remand management strategy is being drawn up as part of the EPQA Action Plan. Also, a representative from the Youth Court has been invited onto the YOS Partnership Board, to enable better liaison to take place and emphasise shared targets. In order to speed up the enforcement procedure, the Court is currently investigating the possibility of removing the need to issue a summons to a young person subject to breach.

ENSURE EFFECTIVE AND RIGOROUS ASSESSMENT

Performance in relation to the completion of Assets has improved and is a priority for case workers overseen by Team Managers. Assets continue to be quality assured, but issues arising from the process need to be collated and feedback regularly to staff.

In-house Asset training has taken place and was positively evaluated. Reviews of Asset need to be completed more rigorously. Some specialist workers (drug workers) are contributing to the assessments at an early stage, but it is important to achieve a balance so that young people are not overwhelmed at the assessment stage. This will, therefore, be kept under review. Other specialist workers provide in depth assessments – parenting, education etc. There is currently a vacancy for a psychologist and investigations are taking place with a view to increasing education input.

A second group worker is currently being recruited, but all those referred for group work programmes are assessed as to their suitability before participating in various interventions.

Assessment and Management of Risk training has taken place and was mandatory for all practitioners. As a result of the feedback from the Trainers, an application has been made and approved for funding for regular workshops addressing risk. This has also been identified as a training need via the YJB Inset training programme for 2006. Haringey Risk Policy and Procedures and Serious Incident procedures have also been drawn up and disseminated to staff.

Data:

KPI: 05/06 April – December actual (community)	<u>93%</u>	KPI: 05/06 April – December actual (custody)	100%	EPQA: 03 rating	<u>2</u>
KPI: 06/07 target	<u>100%</u>	KPI: 06/07 target	100%	EPQA: 05 result	<u>2</u>

SUPPORT YOUNG PEOPLE ENGAGING IN EDUCATION TRAINING AND EMPLOYMENT

Implementation of the YOS EPQA action plan for ETE has been almost fully completed. The YOS has benefited from the permanent recruitment of a 0.8 teacher into post in June 2005. She has focussed on building up relationships with secondary schools, each of which now has a designated senior teacher with responsibility for liaison and communication with the YOS. This has resulted in high quality information being available for report writing and assessment purposes. We have continued to focus on supporting and working with the Pupil Support Centre (PSC) where a number of YOS clients of statutory school age are being educated. The YOS has delivered training to PSC staff on working with offenders and further joint training re managing behaviour is planned. Individual work with young people has been carried out within the school setting, aiming at maintaining them in statutory education. All young people are screened at PSR stage so that initial recording of educational placement is improved. However, recording remains an area for development in order that we can fully analyse data available to us. Whilst all young people of statutory school age now have an identified establishment which they should be attending, attendance figures need to improve; a few are not suitable for full-time education. We continue to have problems with the placement of young people over statutory school age and the lack of availability of training courses which meet the needs of young offenders. We have identified the need for pre E2E courses which can assist young people in acquiring the basic skills which will help them access further training in the future. Latterly we have linked with Rainer who provide basic skills and other training at pre E2E stage but we continue to struggle to get young people to attend regularly. Initial feedback from Haringey's involvement in the North London resettlement pilot and from RAP indicates that earlier planning for ETE on resettlement must start from the date of sentencing and we have had some success in getting young people into ETE from custody as a result. We continue to have difficulty in helping young people into employment because of the lack of employment opportunities available in Haringey which has higher than the national rate of wordlessness and also has very few large employers (apart from the Council) within the borough.

Given the focus we have had on improving our performance against this KPI it is disappointing that the data indicates some consistency in the numbers of young people we are able to place. The YOS therefore needs to focus on the accurate and ongoing collection of data for 2006/07 in order that we can extrapolate from this what the obstacles are to increasing the numbers receiving 25 hours or more ETE and make representations to key partners who may be able to offer remedial assistance. We also plan to develop the links we have with potential local employers.

Data: KPI: 05/06 April – December actual	68%	EPQA: 03 rating	2
KPI: 06/07 target	90%	EPQA: 05 result	2

SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION

Funding has been secured from Supporting People for an Accommodation Officer for another year and, after a gap of some months, the post was filled at the beginning of 2006. Negotiations will take place to secure funding on a more permanent basis.

The Accommodation Worker is focusing on facilitating where possible young people remaining in the family home. All young people and parent/cares where possible undergo an assessment in order to ascertain what the risk factors are, level of motivation and level of needs as well as to identify the most appropriate provider.

The Accommodation Officer attends the London YOT accommodation forum where best practice is discussed amongst accommodation workers. Additionally the accommodation worker and the YOS Operational Manager are involved in Haringey's homelessness review 2006. The YOS are keen to ensure that the complex needs of young offenders are included in the restructure of Haringey's services which is moving away from procuring temporary accommodation to one of preventing homelessness. The plans for the coming year will focus on strengthening links with the Housing Department to ensure that young offenders have a better opportunity of securing council accommodation. Due to the restructure of the homelessness services all move on quotas into permanent council accommodation have been frozen. Therefore negotiations will take place this year concerning the number of places that the YOS will have access which is key to the YOS's housing scheme.

Despite the gap in securing an Accommodation Officer Haringey YOS has improved its performance since last year. The introduction of the RAP Scheme has contributed to this with RAP workers actively supporting young people in accessing accommodation upon release from custody and providing support parents/carers in order for the young people to remain at home. The accommodation officer will be working towards developing links with more providers in and around Haringey as the demand currently outweighs the number of housing providers to which young people can be referred.

Data:

KPI: 05/06 April – December actual		KPI: 05/06 April – December actual (suitable accommodation)	97%
KPI: 06/07 target (named Accommodation Officer)	<u>Yes</u>	KPI: 06/07 target	100%

SUPPORT ACCESS TO MENTAL HEALTH SERVICES

Attempts to recruit a permanent part time psychologist to the YOS last year were not successful and the temporary psychologist left at the beginning of 2006 when his visa expired. CAMHS is currently actively recruiting to the position, but there will be a significant gap in the service offered and concern that some young people are slipping through the net in terms of both assessment and referral on. Once recruited to, the fact that the full time post is split between the YOS and the Adolescent Outreach Team provides positive benefits in terms of referral and communication between the teams. A representative from CAMHS has been co-opted onto the YOS Partnership Board as CAMHS is instrumental in contributing to the achievement of this KPI.

The YOS has access to nurse provision and the majority of referrals are obtained through the open reporting centre. Investigations will take place to assess whether it is possible to increase the opening hours of the centre to attract more referrals. The Health workers attended a SIFA/SQIFA training workshop and are now able to undertake these assessments. They also contribute to various groups, including the parenting drop-in group and the young women's group.

The YOS is currently negotiating with the PCT/CAMHS to make funds available which can be used to access specialist assessments/treatment for young people in the community or about to be released from custody. The current focus of this concerns working with young people who sexually harm others.

Data:

KPI: 05/06 April – December actual (Acute)	<u>100%</u>	KPI: 05/06 April – December actual (non-acute)	100%	EPQA: 05 rating (where applicable)	
KPI: 06/07 target	<u>100%</u>	KPI: 06/07 target	100%	EPQA: 07 target	

SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES

Haringey YOS has experienced staffing difficulties this year with specialist substance misuse staff which has impacted on meeting our KPIs. The YOS has two posts, one of which has been vacant for some time and to which we are currently recruiting. Nevertheless, some progress has been made with the delivery of services to those using substances. The YOS has introduced the use of the SASSI, screening/assessment tool which has assisted the YOS drugs worker to target those most in need of intervention. The substance misuse worker has continued to find it difficult to engage some young people due to failure to attend appointments (through denial of the problem, chaotic lifestyle). This needs to be monitored more closely in order to get accurate data as to whether the same young people are missing their other statutory appointments with the YOS.

The primary drug of choice remains cannabis although there are still some young people presenting with polydrug use (all of whom are referred to Step Ahead, the Borough's specialist drugs agency for young people). There are also some young people who are abusing alcohol and/or binge drinking. The substance misuse worker has developed a cannabis awareness programme, to deliver stage 2 drugs education but it also considers harm minimisation and uses reduction techniques. This is also done with young people on a one to one basis. It is anticipated that Health Services will be able to train some YOS workers in smoking cessation.

We have developed a new service level agreement with Step Ahead and set up a satellite service provided once a week at the YOS. This has enabled us to access specialist assessment and intervention more quickly. However, there are issues around young people not attending their appointments. The Young People's Counselling Service, part of Youth Service in Haringey, has recently offered to deliver counselling to young people who are using substances but also have underlying personal problems which may contribute to their continuing use of drugs.

Haringey YOS started a Resettlement and Aftercare Programme in May 2005 with 2 dedicated workers to undertake work for young people with resettlement needs where the entry criterion for services is the identification of substance misuse. The programme works predominantly with those serving custodial sentences and involvement on the programme is voluntary on the part of the young person. There has been some success in engaging otherwise hard to reach young people and helping them to access essential services, especially where there are dual diagnosis issues. RAP also focuses on encouraging constructive use of leisure time and attendance at ETE and where young people engage in activities such as gym work and are in education there is some anecdotal and self-reporting evidence of a reduction in use of substances. RAP has also enabled much better communication between the drugs workers in Feltham and Huntercombe, and the YOS.

Data:

KPI: 05/06 April – December actual (Assessment)	<u>72%</u>	KPI: 05/06 April – December actual (specialist assessment)	83%	KPI: 05/06 April – December actual (early access to intervention)	<u>82%</u>	EPQA: 05 (where applicable)	
KPI: 06/07 target	<u>100%</u>	KPI: 06/07 target	100%	KPI: 06/07 target	<u>100%</u>	EPQA: 07 target	

SUPPORT RESETTLEMENT INTO THE COMMUNITY

Haringey actively chose to carry out one of its EPQA audits in the area of resettlement in order to produce a baseline and an action plan to address areas for improvement. The Action Plan has been approved by the YOS Partnership Board and completion of the actions is on going.

Haringey's RAP scheme went live in May 2005 and has had some excellent results with young people engaging with RAP. The scheme focuses on young people being released from custody who have a substance misuse/mental health problem and offers support packages to maximise integration back into the community and minimise offending behaviour. The target number of young people being dealt with was substantially exceeded in the first year (74 referrals and target of 34). In May 2006 the RAP scheme was brought into the YOS, having previously been tendered to a partner organisation. Additionally, the reconfiguration of the budget has resulted in a third worker being able to be recruited to the scheme.

The YOS also took part in the Rainer North London Pilot whose aim was to place young people in some form of ETE within 7 days of release from custody. The Pilot has identified gaps in services relating to Pre – E2E provision, high levels of support needed to sustain EET places and difficulties engaging with the FE sector. The pilot resulted in 35% of young people whose custodial cases closed in the relevant period in Haringey meeting the target of 7 days.

Data: Resettlement

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

The re-structuring of the YOS in 2004 resulted in a Restorative Justice Team being set up, although the team has struggled with staff shortages and a resulting backlog of Referral Orders. Two police officers are based in the RJ Team, but there was a gap when a previous officer left before his replacement arrived. An administrative assistant and a third police officer have just joined the YOS – this will allow the YOS to develop its services to victims over the forthcoming year. A gap analysis will be completed in relation to the new Code of Practice for Victims of Crime and an application will be made for YJB consultant support if necessary. A presentation has been given to practitioners by the LPA Victim Unit and a Victim excel data system has been set up. Victim Policy and Procedures will be drawn up and disseminated to staff once all staff are in post and will include liaison with the local Victim Support scheme. Links are being made with retailers in Wood Green Shopping City. However it continues to prove challenging to encourage victims to participate in restorative justice processes. Training opportunities for those staff who have not been trained in restorative justice techniques have been identified so all team members should be trained in restorative justice approaches by the end of the year.

Haringey YOS achieves a high satisfaction rate with regard to victim feedback but this is based on small figures.

Data:

KPI: 05/06 April – December actual (intervention)	<u>91%</u>	KPI: 0405/06 April – December actual (satisfaction)	100%
KPI: 06/07 target	<u>75%</u>	KPI: 06/07 target	75%

SUPPORT PARENTING INTERVENTIONS

Some achievements have been made with regard to parenting resulting in an increased EPQA score from 1 to 2 in 2005. The outcome of the audit highlighted that there had been an improvement in three areas, assessment process, management and service development. A single assessment tool has been implemented for both voluntary and statutory cases. Procedures are in place so that staff are clear about accessing the services and links have been made with a other services, YISP, ASBAT, Children's Service, EWO to facilitate better partnership working and sharing of resources and good practice. Overall the YOS has seen an increase in the number of interventions supported by parenting work.

However, the Parenting Co-ordinator left at the end of 2005 and we are currently recruiting a second parenting worker. This means that there are still some actions outstanding in the improvement Plan which will be addressed once the position is filled. The Haringey Parenting Policy and Procedures was launched in 2006, in order to ensure that staff are informed as to assessment and referral procedures.

Once again, there have been low numbers of parenting orders made in the local Court as the magistrates continue to encourage parents to engage with the YOS on a voluntary basis. Once a second parenting worker has been appointed, a parenting support group will be set up using the TSA "Escape" programme. A presentation will be given to magistrates to encourage referrals to this group. Currently, a parenting drop-in service operates once a fortnight facilitated by the parenting worker with assistance from other partner agencies.

An additional parenting worker is being recruited to the Prevention Team of the YOS with the additional funding offered by the YJB. The multi-systemic therapy pilot scheme continues and preliminary results are expected next year.

Data:

KPI: 05/06 April – December actual (Interventions)	7%	KPI: 05/06 April – December actual (Satisfaction)	91%	EPQA: 04 rating	<u>1</u>
KPI: 06/07 target	10%	KPI: 06/07 target	75%	EPQA: 05 result	<u>2</u>

ENSURE EQUAL TREATMENT REGARDLESS OF RACE

Haringey is a Borough which attracts high levels of BME groups as residents, many of whom are transient. As a result, the make-up of the Borough's population changes frequently – for instance in Dec 2002 the YOS caseload consisted of 10.4% Roma clients and by Dec 2005 this had decreased to 1%. This is a complicating factor when making both historical and local comparisons and analysing data.

The 2005 Haringey Diversity Action Plan has been regularly reviewed and some achievements noted. Further data work was carried out by a Borough Information and Policy Officer, but unfortunately, we have not had the resources to drill down further and complete more detailed analysis. National research highlights the over-representation of black and dual heritage young people in the criminal justice system and all staff are aware of this issue. Quality assurance systems have been reviewed this year and continue to ensure the elimination of discrimination in assessments and reports.

An Equalities Group, with specific terms of reference, meets monthly to address issues identified by staff. The group aims to address issues of discrimination for young people as well as organisational issues with a view to increasing staff and young people's awareness of issues of diversity. Young people are encouraged to feedback when they feel that the service is not meeting their needs. An example is a young Turkish boy who wanted to know why there was a young black men's group but not a group that would address his ethnicity. In addition to this the group have started to work towards making links with community groups who could work with the YOS in supporting young people from particular cultures or faith groups. Currently the need for further diversity training for the YOS has been identified as a training need as the last event took place in 2003 and the group is encouraging staff to incorporate issues of diversity in their work with young people. International Women's month was celebrated and young people were encouraged to discuss and comment upon the contribution women have made in their lives and in the World. Examples of perceived discriminatory sentences are passed onto the YJB to be referred to the Communicating with Sentencers Steering Group.

Group work programmes have been established to reflect the make-up of the YOS caseload, both in terms of ethnicity, gender and offences. A vacancy for the second group worker has reduced the number of groups we have been able to run, but we are currently recruiting to this post. The group work programme for 2006 includes the Young Black Men's Development Group.

E. REVIEW AND APPROVAL

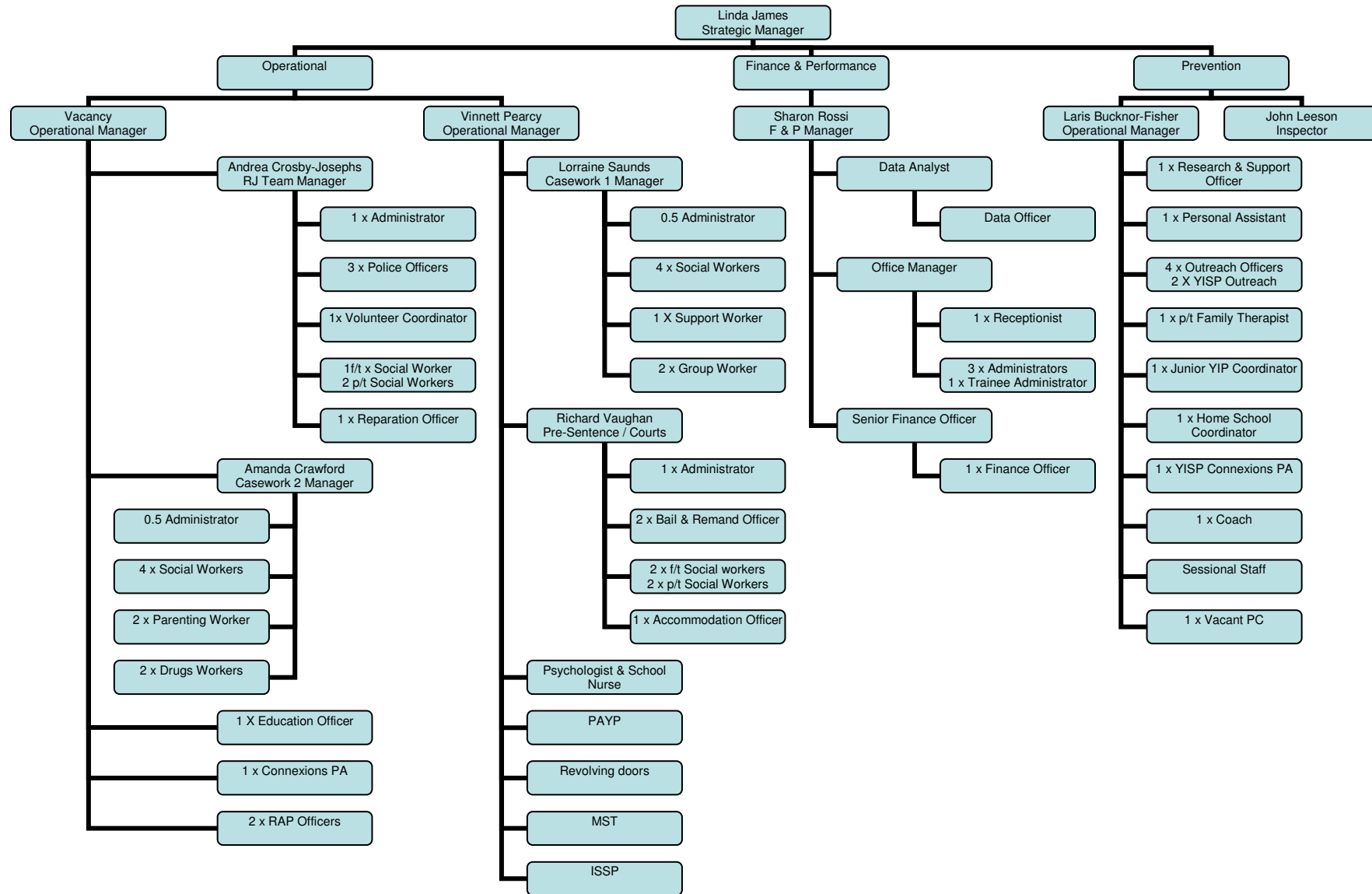
Table B: Schedule for review of plan:

Review date	Reviewer
21 st August 2006	All Managers meeting
13 th November 2006	All Managers Meeting
December	YOS Partnership Board
February 2007	All Managers meeting

Table C: Signature of approval

	Name Of Chief Officer	Signature	Date
Chief Executive Of The Local Authority	Dr Ita O'Donovan		
Health Service	Claire Wright		
Police Service	Simon O'Brien		
Probation Service	Sean Walker		
Children's Service	Sharon Shoesmith		
Other Partner(s)			

APPENDIX A: ORGANISATIONAL CHART



APPENDIX B: PERFORMANCE MEASURES

KPIs

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

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
<p>Prevent offending (target since 05/06):</p> <p>Reduce year on year the number of first time entrants to the youth justice system by identifying children and young people at risk of offending or involvement in anti-social behaviour through a YISP or other evidence-based targeted means of intervention designed to reduce those risks and strengthen protective factors as demonstrated by using ONSET or other effective means of assessment and monitoring</p>		223	212
<p>Prevent Offending (old target):</p> <p>At least 200 young people are identified and targeted for support each year</p>	204	NEW TARGET	
<p>Intervene early (new target):</p> <p>Ensure that 100% of young people on a final warning are supported by an intervention if:</p> <ul style="list-style-type: none"> - their Asset score is greater or equal to 12, or - there are any concerns of risk of serious harm to others, or - their score is less than 12 but any sections score 4 			100
<p>Intervene early (old target):</p> <p>Ensure that 80% of all final warnings are supported by an intervention programme</p>	89%	97%	
<p>Reduce re-offending:</p> <p>Achieve a reduction in re-offending rates by 5% in 2006-07, when compared with the 2002-03 re-offending cohort, with respect to each of the following four populations:</p>	2002/03 cohort % reoffending after 24 months:	2003/04 cohort % reoffending after 24 months (if available):	2004/5 cohort % reoffending after 24 months:

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
Pre-court	22%	37%	Reduction of 5%
First tier penalties	39%	40%	Reduction of 5%
Community penalties	66%	69%	Reduction of 5%
Custody	85%	64%	Reduction of 5%
Reduce the use of custody (secure remands): Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional / unconditional bail) to 30%	43%	49%	30%
Reduce the use of custody (custodial sentences): Reduce the number of custodial sentences as proportion of all court disposals to 5%	7.1%	6%	Reduce to 5%
Ensure the swift administration of justice: Ensure that 90% of pre-sentence reports are submitted within 10 days for PYOs	71%	79%	90
Ensure that 90% of pre-sentence reports are submitted within 15 days for general offenders	90%	81%	90
Ensure effective and rigorous assessment, planning and supervision Ensure that 100% of assessments for community disposals are completed at assessment stage	96%	99%	100
Ensure that 100% of assessments for community disposals are completed at closure stage	92%	89%	100
Ensure that 100% of assessments for custodial sentences are completed at assessment stage	100%	100%	100
Ensure that 100% of assessments for custodial sentences are completed at transfer stage	100%	100%	100
Ensure that 100% of assessments for custodial sentences are completed at closure stage	91%	100%	100
Ensure that all initial training plans for DTOs are drawn up within 10 working days of sentences being passed	65%	65%	100

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
Support young people engaging in education, training and employment: Ensure that 90% of young offenders who are supervised by the Yot are either in full-time education, training or employment	70%	68%	90%
Support access to appropriate accommodation: Ensure that all Yots have a named accommodation officer and that 100% of young people subject to final warnings with intervention, relevant community based penalties or on release from the secure estate have suitable accommodation to go to	95%	97%	100%
Support access to mental health services: Ensure that all young people who are assessed by ASSET as manifesting acute mental health difficulties are referred by YOTs to the CAMHS for a formal assessment commencing within five working days of the receipt of the referral with a view to their accessing a tier 3 service based on this assessment	100%	100%	100%
Ensure that all young people who are assessed by ASSET as manifesting non-acute mental health concerns are referred by the YOT for an assessment and engagement by the appropriate CAMHS tier (1-3) commenced within 15 working days	94%	100%	100%
Support access to substance misuse services: Ensure that all young people are screened for substance misuse	92%	73%	100%
Ensure that all young people with identified needs receive appropriate specialist assessment within 5 working days of assessment	91%	82%	100%
Ensure that all young people access the early intervention and treatment services they require within 10 working days of assessment	65%	83%	100%
Provide effective restorative justice services: Ensure that 75% of victims of youth crime referred to Yots are offered the opportunity to participate in a restorative process	76%	91%	75%
Ensure that 75% of victims are satisfied	94%	100%	75%

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
Support parenting interventions: Ensure that 10% of young people with a final warning supported by intervention or a community disposal receive a parenting intervention	6%	7%	10%
Ensure that 75 % of parents participating in a parenting intervention are satisfied	90%	91%	75%
Ensure equal treatment regardless of race (new target): Yots must deliver targeted activity that substantially reduces local differences by ethnicity in recorded conviction rates, by March 2008			
Ensure equal treatment regardless of race (old target): All YOTs to have an action plan in place to ensure that any difference between the ethnic composition of offenders on all pre-court and post-court disposals and the ethnic composition of the local community is reduced year-on-year			NEW TARGET

EPQA

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