

# Essex Youth Offending Service

Youth Justice Plan for 2006 – 2007



## **TABLE OF CONTENTS**

<b>A.</b>	<b>Summary</b>	<b>3</b>
<b>B.</b>	<b>Local Planning Environment</b>	<b>4</b>
<b>C.</b>	<b>Drivers of Performance</b>	<b>5</b>
	C.1 Governance and Leadership	5
	C.2 Performance and Quality Systems	7
	C.3 Resources	9
	C.4 People and Organisation	16
	C.5 Partnership Working	19
<b>D.</b>	<b>Delivery Plan</b>	<b>21</b>
<b>E.</b>	<b>Review and Approval</b>	<b>37</b>
<b>F.</b>	<b>Appendices</b>	<b>38</b>

### **Appendices**

<b>Appendix A:</b>	<b>Organisational Chart</b>	<b>39</b>
<b>Appendix B:</b>	<b>Performance Measures</b>	<b>40</b>

## A. SUMMARY

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Guidance  
page 10

Please have the **chair of the steering group** provide an **overview** how the Yot delivers youth justice services in its area including a review of performance over the preceding year, making reference to Asset data, information on the performance measures, the results of EPQA self assessments, action on EPQA improvement plans and the main findings arising from the analysis of the re-offending cohort evaluation.

Please summarise the **key objectives for the forthcoming year**.

**Overview:** The Strategic review that took place last year provided a good opportunity to review the governance arrangements for the service and to consider how well the service performs compared to other benchmark Authorities. The level of engagement in this review from both Partners and key stakeholders such as the Connexions Service was strong, providing both helpful advice and a 'critical friend' challenge.

The review recommendations recognised that the service was generally performing well, and was a low funded service with a lean management structure. Areas for service improvement were identified (in terms of YJB key performance indicators and deployment of staffing resources) and a revised governance structure agreed, based on the recommendations in the YJB publication 'Sustaining the success' (2004).

The implications of the relatively low level of managers within the service have led to some local concerns being expressed by CDRPs about the ability to attend all meetings. More work needs to take place with key partners and stakeholders to find ways to maximise these relationships in such a way as to avoid the need for attendance at each of the 12 CDRP monthly meetings.

A new Management Board will take effect from 1 April, with a remit to provide high level performance management and resource allocation supported by a senior officer level 'Executive Group', with a brief to get underneath the high level information submitted to the Board.

The service has recently moved into the Children and Young People's Service and this will enable the 'Every Child Matters' outcomes to be as relevant to the YOS as the wider CYPS. The service has also actively contributed to the development of two of the LAA Blocks, CYP and Safer Stronger Communities and has been successful in ensuring that YOS related issues are included as outcome measures.

Performance against the YJB key performance indicators overall is 77.3%, representing an improvement of 56.5% on the previous year (against a national average improvement of 49.7%). The areas where performance has not been strong are the subject of action plans, reviewed by the Executive Group. National Standards compliance has increased to 71.7%, compared to 52% in the previous year, an improvement of 68.6% compared to the national average improvement of 57.4%. Self assessment of the Effective Practice area of resettlement and remand management indicate both strategic and operational attention is needed to increase the level and type of 'suitable accommodation' for young people.

The funding available from the YJB to develop prevention programmes is welcome, but a note of caution has to be made in respect of resource allocation by ECC and partners in the subsequent years due to significant anticipated pressures. Nevertheless, ECC and the partners remain committed to ensuring that children and young people who offend are properly supported to reduce the risk of new victims being created and to enable them to achieve their maximum potential.

## **B. LOCAL PLANNING ENVIRONMENT**

Guidance  
pages 7 &  
10

Please describe your **local planning environment** focusing on those elements that support or perhaps hinder delivery of Yot objectives. Please outline how the Yot currently links with other partners and partnerships that have complementary targets / objectives as well as those areas where there may be some conflict and how these conflicts can be addressed, focusing specifically on how equivalent links are maintained with partners in Children's Services, partners in Community Safety/ Criminal Justice and Public Protection (MAPPAs). Please outline how the Yot has been involved in the development of the Children's and Young People Plan (if applicable).

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

The YOS has recently (January 2006) moved from within the broader corporate services arena and into the Children and Young People's Service. The benefits of this formal move are likely to include improved understanding of the role and function of the Youth Offending Service for the Children and Young People's Service. Identified performance areas from the 2005 Annual Performance Assessment, such as improved access to accommodation for young people leaving custody and improvements in the number of young people known to the YOS who are not in employment, education or training, have featured in service improvement plans across the whole CYP area. In particular, collaborative work is underway with the Leaving and After Care service, the Crime and Disorder Unit in ECC and Supporting People, to scope the extent and nature of 'accommodation issues' for all vulnerable young people, including young people known to the YOS.

Essex is piloting Local Area Agreements from April 2006. This has provided the YOS with the opportunity to engage with Crime and Disorder Partners in developing the 'Safer, Stronger Communities' element and has been successful in ensuring the inclusion of outcomes associated with young people who offend. In particular, there is an emphasis on improved early intervention services, partly through the development of the YJB funded YISP but not exclusively. At the other end of the spectrum, there is also a focus on improved outcomes for young people involved in more persistent offending by improving access to wider partner agencies. The specific focus for CDRPs is via the Prevent and Deter Strand of the PPO. The Children and Young People's Block of the LAA is effectively the Children and Young People's Plan. The YOS has been actively consulted in the development of this plan and has a number of specific areas of activity contributing to the overall outcome improvement.

On a more local level, there do continue to be operational tensions for the 4 Youth Offending Team Managers in attending the significant number of meetings held. Following the strategic review, agreement was reached that the YOS would focus local resources on CDRPs and Children and Young People Strategic Partnership (CYPSP) meetings. However, this still means that Team Managers may have up to 4 District Councils to service, with meetings which may for example occur on the same day. More work does need to take place between the YOS and CDRPs in particular to understand each other's priorities better and improve communication in general.

Local Information Sharing meetings and MAPPAs are regularly attended by Team Managers and the Strategic Board for MAPPAs is attended by Southend YOS on behalf of Essex in recognition that Essex YOS is a member of the CJB.

## C. DRIVERS OF PERFORMANCE

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### C.1 GOVERNANCE AND LEADERSHIP

Guidance  
page 11

Please provide an overview of the strategic direction of the Yot. Please also complete **Table A** on the composition of the Management Board.

#### **Overview particularly looking at strategic management and leadership arrangements:**

A Strategic review took place in 2005 with a brief to consider how the partnership arrangements could be strengthened. The review benchmarked the service against a number of similar sized YOS in terms of performance and resources. The outcome confirmed that in general the service compares well to other comparator services and that the level of resources available are generally less than other YOS looked at. The review focussed on how to re-engage statutory partners and in particular, how the seconded staff within the Teams could ensure the external support needed to be most effective. Alongside this, an operational review looked at how the service could develop the work of the Teams to ensure most attention was focussed on those young people assessed as posing high risk and presenting with the highest needs.

The conclusion reached was that attention needed to be paid to the high volume but relatively low risk work coming from the Final Warning and Referral Order aspect of the work of the service. Agreement was reached to re-profile aspects of the budget and to recruit additional project workers to increase capacity; these staff have now been recruited. Once they are embedded, the role of the Police Officers will change to reflect the new focus on tackling high risk young people in a more systemic manner.

Agreement was reached on a new governance structure, with the Steering Group developing formally into a Management Board, with a clear brief to oversee performance and resources and to enable partnership links to be re-forged. A high level Memorandum of Understanding has been agreed and will be signed off at the April Management Board.

The Management Board is supported by an Executive Group, which has much wider membership and has a brief to 'get underneath the detail' of the Performance Trends and activities of the YOS.

For the wider YOS Partnership, this is a time of considerable change and challenge. In particular, the Health economy is changing rapidly with the number of PCTs likely to change from the current 10 to 2 and the creation of a broader SHA. The Police Service is also facing the possibility of merging with a number of Police Services within the Eastern Region.

For the County Council, the pace of change around implementation of the Change for Children Agenda has seen the YOS move service Directorates and is now located in the Children and Young People's Service, which also spans the Youth Service, Special Education and Psychology Service as well as Social Work.

**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: Paul Coen</b>	Essex County Council	Chief Executive	W	M
<b>Clair Pyper</b>	Essex County Council	Service Director for Children and Families Service	W	F
<b>Andy Bliss</b>	Essex Police	Assistant Chief Constable	W	M
<b>Alex Bamber</b>	National Probation Service – Essex Area	Assistant Chief Officer	W	M
<b>Mike O’ Keefe</b>	North Essex Mental Health Partnership Trust	Community Care Director	W	M
<b>Samantha Grant</b>	Essex County Council	Head of Crime and Disorder	W	F
<b>Alistair McGarry</b>	EST Connexions	Chief Executive	W	M
<b>Tanya Gillett</b>	Essex Youth Offending Service	Head of Youth Offending Service	W	F

## C. 2 PERFORMANCE AND QUALITY SYSTEMS

Guidance  
page 12

Please describe the systems in place for **managing performance and ensuring quality of practice**, including arrangements to ensure **data accuracy**.

### **Overview particularly looking at performance management and data quality:**

Essex YOS has robust performance management and quality assurances processes in place.

Team Managers undertake management audits on a monthly basis, which allow the monitoring of individual workers and the identification of themes which enables action plans to be developed in respect of areas of concern.

Inaccurate and incomplete data recording is an ongoing issue and to tackle this, four new dedicated roles within each team have been created to support practitioners in maintaining accurate information.

This work is supported by the Information Database Coordinator, who delivers training on the YOIS database; this is currently under review as the departure of the post-holder has allowed a review of this job-role and an opportunity to build on our existing practices in this pivotal area.

The Information Manger undertakes monthly data cleansing and reports poor performance to Team Managers who resolve this with individual staff. This also informs the Information database coordinator's focus for training.

The Information Manager undertakes research to identify factors contributing around poor performance areas and to monitor the areas of focus for EPQA. This enables the Training and Development Manager to work collaboratively with others to put action plans in place to improve practice in these areas.

A range of performance management systems are in place. These include:

**Individual Quality:** Monthly dip sampling of 10 cases per Team (40 in total), using an adapted Audit Commission Tool, by Team Managers. The areas covered included quality of case work, assessment validity (ASSET) and compliance with National Standards. These are then shared at the Monthly Team Managers meetings and reviewed by the Head of Service in supervision with staff.

**High level National Standards Monitoring:** In addition to the work done on the 10 cases, the Information and Research Manager produces a monthly spreadsheet of all commencements and completions to enable a comparison to take place between Teams and for action to be taken on specific issues which the monitoring indicates is needed.

**Team Focussed:** The Service uses a Multi Agency Case Management System which acts as both an allocation forum and an arena to discuss qualitative issues in respect of individual case work. In particular, where there is a high risk young person and the input of the Team's CAMHs worker is needed to either assess risk or refer to a more specialist service.

**Data Integrity:** This is achieved via the Information and Research Manager who undertakes a monthly audit to identify all those cases with missing information such as ASSETs which need updating. This function has recently been strengthened by the introduction of 'YOIS surfers'; all Teams now have additional administrative and data inputting support delivered by the YOIS surfers. These staff have had access to enhanced training to enable them to more effectively input data onto YOIS than practitioners who may not have enough time to do this and deliver an effective face-to-face service.

**Risk Panel:** A newly re configured risk of harm panel has been developed to include the skills of front line Senior Practitioners. All cases referred to local MAPPAs, Sexually Abusive Behaviours Forum and any case where a risk of serious harm ASSET is done will be considered at this monthly meeting.

## C.2 RESOURCES

Guidance  
page 12

Please provide a **summary of the financial and programme resources** available for the coming year. Please complete **Table A1, Table A2, Table A2a and Table A2b.**

### C2 a Financial resources

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

Following the strategic review, and in recognition that the service has a relatively low level of resources compared to other similar YOS, the Management Board agreed that the budget would be uplifted by 2.4% in 2006/07 and the same formula in 2007/08. However, there would be no other increases, nor would any partner seek to decrease their contribution.

In the context of significant financial pressure felt in all Partner Agencies this budget represents a positive endorsement of the work of the service.

Essex County Council with the 12 District Councils are participating in 4 Local Area Agreements, at least two of which have a direct relevance to the work of the YOS. These two, Safer Stronger Communities and Children and Young People's Blocks, have outcomes which will support children and young people in touch with the YOS. While the YOS Budget is not being pooled, the activities have been aligned wherever possible, to enable the service to benefit from increased locality resources directed at achieving the outcomes. The focus in the LAA SSC element on supporting positive use of Acceptable Behaviour Contracts (ABC) and on effective exit strategies for those on the PPO lists is especially welcome.

Financial pressures are most likely to be felt next year in the capacity of the YOS to commission in additional services, such as spot purchase of accommodation for 16 and 17 year olds who have fallen outside of the duties of the Local Authorities. This is because there will be additional staffing costs arising from the staff deployed to tackle lower risk orders and Final Warnings.

Essex County Council will also be undertaking a number of budget reviews in the year and it is probable that the YOS will be asked to make further efficiency savings. However, given the standstill budget, these would need to be agreed by the Management Board.

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

Where services straddle different stages, the budget allocation should reflect the extent resources are used in each stage of the process.

Guidance  
page 13

<b>Core activity</b>	<b>Budget expenditure (£)</b>
<b>Preventive services</b>	<b>521,000</b>
<b>PACE Services</b>	<b>88,000</b>
<b>Pre-court services</b>	<b>670,000</b>
<b>Court-based services</b>	<b>750,000</b>
<b>Remand services</b>	<b>220,000</b>
<b>Community-based services</b>	<b>900,000</b>
<b>Through care / after care (including RAP)</b>	<b>480,000</b>
<b>Other orders</b>	<b>393,000</b>
<b>Total:</b>	<b>4,022,000</b>

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

When completing this table 'payments in kind' should include charges for shared equipment, the use of accommodation and management costs etc.

Guidance  
page 13

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Police	239,000	12,000	159,000	410,000
Probation	209,000	66,000	56,000	331,000
Social Services	604,000	0	781,000	1,385,000
Education	116,000	0	149,000	265,000
Health (from Table A2b)	140,000	0	65,000	205,000
Local Authority Chief Executive	0	0	0	0
Additional Funding (from Table A2a)	1,048,000	0	378,000	1,426,000
<b>Total</b>	<b>2,356,000</b>	<b>78,000</b>	<b>1,588,000</b>	<b>4,022,000</b>

**Table A2a: Additional sources of income**

Guidance  
page 13

Additional source	Amount (£)
Single Regeneration Budget	0
European Funding	0
Youth Justice Board	1,426,000
Other	0
<b>Total (for inclusion in Table A2)</b>	<b>1,426,000</b>

**Table A2b: Health service contributions to the Youth Offending Teams**

The total of A2b should be equal to the role in table A2 called 'health.'

Guidance  
page 13

<b>Health contribution: Funding source</b>	<b>Amount (£)</b>
<b>Source 1:</b>	<b>149,000</b>
<b>Source 2:</b>	<b>56,000</b>
<b>Source 3: (etc)</b>	<b>0</b>
<b>Total (for inclusion in Table A2)</b>	<b>205,000</b>

## C2 b PROGRAMME RESOURCES

### **Overview of programme resources including services to meet specialist needs:**

The Repeat Offending Arts Programme is an offending behaviour group-work programme, delivered in-house and set in conjunction with high intensity community-based Court Orders. The programme uses theatre techniques and story-building processes over a 12 week period within a closed group work environment, culminating in a performance presentation.

Essex Youth Offending Service currently supports the development of a construction training project to young people on Court Orders aged 16-18 in partnership with ECVYS (Essex Council for Voluntary Youth Services). The project has been developed to prepare and support young people on Court Orders for appropriate full-time work-based learning and training in construction. Young people attend the project either as an e2e (entry to employment) course or an equivalent ESP (European Social Fund) funded place. Whilst attending the workshop, young people work towards a City and Guilds craft qualification and can gradually build up site-based portfolios that can contribute towards NVQ Level 2 activity.

The Citizenship Programme is a group-work programme that offers a variety of interventions that can help tackle anti-social behaviour by building and encouraging an understanding of the world we live in as something that is relevant to the participants. Topics covered include Multiculturalism, Asylum Seekers, Human Rights, Government and British Life. The sessions are aimed to challenge misconceptions and inform young people of the facts, in an attempt to foster mutual understanding and tolerance and involve young people with their communities.

The Lifestyle Programme is a group-work programme that offers sessions aimed at supporting socially excluded young people in making important life decisions and providing guidance in key areas such as finance and budgeting, nutrition and interview and employment skills. The work done will essentially prepare young people for independent adult lives. The group is currently being piloted and is an 'early developmental phase' but the aim will be to involve other relevant agencies, such as Connexions and Family Planning Services, to participate in sessions and link young people into their local services, to create sustained external links that young people can tap into.

The Prison Programme is a group-work programme that offers an opportunity to raise awareness of the realities of prison to young people who are at serious risk of custody, particularly working with the ISSP and works with them to dispel misconceptions of prison and inform them of the realities of prison life. Prison No Way! Is a targeted group work programme for young people on Final Warnings or on Referral Orders that runs in the North Essex locality, aimed at reducing offending and increasing awareness of the consequences of offending. This is run in partnership with Essex Youth Service, supported by funding from Colchester and Tendring CDRPs. There is a wider programme that is not targeted that operates county-wide.

An annual project is run in partnership with Colchester Mercury Theatre over a four week period, for young people assessed as medium to high risk offenders over five days per week. This enables them to develop theatre skills whilst reflecting on the consequences of offending and developing greater insight into their behaviours with a view to promote more positive outcomes.

A mentoring project operates in the North Essex locality for young people assessed as medium to high risk offenders. Young people are linked with mentors who are trained and supported by a designated YOT worker.

A partnership between the North and South locality teams, Social Care, CAMHs, and the police known as SAAIF (Stopping Aggression and

Anger in Families) works with young people and their families where there are issues of domestic violence. The young person will have been a perpetrator of and/or has witnessed domestic violence. There is also a group-work programme run in partnership with the Basildon Woman's Refuge and the YOT that also focuses on issues of domestic violence.

There are also a number of retail theft projects, run in conjunction with civic centres.

## C2 c INFORMATION TECHNOLOGY

### **Overview of the use of IT as an enabler to delivery of services (covering secure email, case management systems, IT to support engagement of young people, any other IT enablers, and barriers to IT use and how these will be overcome):**

Essex has been involved with Secure email for several years now. Despite this, logistical issues still remain with the flow of information between the Police and the YOTs. While these issues are in the process of being addressed, it is anticipated that the solutions will take some time to be robustly implemented.

All Teams will have the use of Court based RAS dial-up laptops to speed up the processes for staff where young people are either sentenced to custody or remanded to the secure estate. The use of dial-up laptops will enable them to contact YJB Placements direct and to email details directly to the secure estate, which hopefully will lead to improved 'reception' for young people.

YOIS+ continues to serve as the main database and source of information on young people and is proving to be a more robust version than YOIS. The quality of data is more reliable than in the previous system and there are more opportunities for staff to use the case data in a more interactive way with young people. All staff are trained to use YOIS to its fullest extent and regular training sessions are undertaken to keep staff up to date with new developments.

The new Early Intervention team will be able to access UMIS via remote access – this will give them the ability to work off site with the same facilities as office-based staff.

Following the Strategic Review, all offices now have access to PNC and all teams will have access to the Social Care Information system (SWIFT).

We are hoping to use Viewpoint to gain feedback from young people about our services.

The ISSP project workers use laptops to work with young people on educational and behaviour programmes.

In the west of the county there is access to the license for the national IT based programme, Touch Type, Read Spell, which has been developed specifically for young people without literacy skills.

We are working with Essex Library Services to increase the numbers of young people that access library services. One of the aims is to visit the library and access free internet sessions to enable young people to undertake 'project work' as directed by their plan/contract.

### C.3 PEOPLE AND ORGANISATION

Guidance  
page 15

Please consider both **workforce planning** issues (e.g. how many staff are in post, any plans for recruitment or reduction in staff numbers) and **workforce development** plans (e.g. leadership skills development for managers, specialist staff, general training and development). Remember to include volunteers in this analysis, particularly recruitment and training.

Please include an organisation chart for the Yot at Appendix A.

#### C3 a WORKFORCE PLANNING

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

Essex YOS currently has 110 seconded or directly employed staff (including vacancies); this is a slight increase on last year mainly because of the new Early Intervention Programme. A training database is currently being developed which will allow for greater analysis and planning around training needs, on an individual, team and organisational level.

There have been many operational changes throughout the year which have at times placed teams under additional pressures. There was an appointment of a new Restorative Justice Manager and also a Prevention Manager to set up the Early Intervention Programme (EIP). To implement this programme twelve outreach workers have been recruited and a tailored training programme is planned to enable these workers to use the 'Onset' assessment programme and develop skills and competency in these new roles.

Following the sad death of Karen White, our ISSP Manager, in December, the service worked together to cover the void left by her loss to ensure the ISSP team maintained its high standards.

Four new workers were recruited to the new role designed to assist in the task of ensuring that the YOIS database is accurately and comprehensively updated by constant monitoring, within locality teams. There has also been a review of the role of Information Assistant to ensure greater scrutiny of data-inputting.

There has also been the appointment of an Accommodation and Resettlement Coordinator to assist in the resettlement of young people post custody and ensure more robust housing strategies to provide for this group.

The Restorative Justice 'team' has trained a further 35 Referral Order panellists this year with three cohorts trained and refresher training delivered to existing volunteers. This keeps the numbers of trained panellists at over 80 and provides trained volunteers for each local community; however one area is still under-represented and a focused recruitment drive is planned.

In the North East Locality, The Links Mentoring Programme has trained a further 15 mentors using a comprehensive 6 week training programme: this is followed up with monthly ongoing support and development sessions and guest speakers.

**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	2	5					4				11
Fixed Term			3		39		12	20			74
Seconded Social Services		1	6	1	2						10
Seconded Probation					4						4
Seconded Police					4						4
Seconded Health					4						4
Seconded Education					3						3
Seconded Connexions											0
Seconded Other											0
Outsourced					4						4
Temporary					1				1	104	106
Vacant		1	2		9	1	2				15
<b>TOTAL</b>	<b>2</b>	<b>7</b>	<b>11</b>	<b>1</b>	<b>70</b>	<b>1</b>	<b>18</b>	<b>20</b>	<b>1</b>	<b>104</b>	<b>235</b>
<b>Gender/Ethnicity</b>											
White Male		1	2		23		2	6		33	67
Black Male										3	3
Asian Male										1	1
Mixed Race Male											0
Chinese/Other Male					1						1
White Female	2	4	6	1	35		12	14	1	64	139
Black Female		1									1
Asian Female			1		2					3	6
Mixed Race Female											0
Chinese/Other Female							2				2
<b>TOTAL</b>	<b>2</b>	<b>6</b>	<b>9</b>	<b>1</b>	<b>61</b>	<b>0</b>	<b>16</b>	<b>20</b>	<b>1</b>	<b>104</b>	<b>220</b>

### C3 b Workforce development

Guidance  
page 15

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

The Workforce planning process is informed by a training needs analysis informed by appraisal processes from seconded and directly employed staff. It has also been shaped by organisational priorities and by focusing on areas of weakness identified by our performance around KPIs and our EPQA processes.

A comprehensive training programme has been developed incorporating in house, commissioned or training delivered by Essex County Council and the YJB Eastern Region Consortium. This ensures that staff are offered appropriate learning and development opportunities to allow them to develop in their roles and to meet the training and development needs set out in staff PMRs to be competent in their roles. A core skills/competency checklist has been developed to aid Managers and practitioners in prioritising training, especially for new staff.

Last year, eight more workers achieved the EP Cert, five are currently studying for this and five have begun studying on the new Youth Justice Foundation Degree. In addition, one Social Worker achieved their PQ Child care award and another achieved their practice teacher award as part of their ongoing MA. One YOT Manager has enrolled for the certificate in Management delivered through Essex County Council, one team manager holds the Childcare Award and one manager is studying on the advanced social work practice and planning award, as is one senior practitioner.

Essex YOS has reviewed its Induction Procedures in response to staff feedback and a new process is now in place. This sets out competency areas to be achieved, a checklist to track this in supervision, and a quarterly Induction Day.

An 'Information and development day' for all staff was held in November which received very positive feedback. This included interactive sessions on information sharing and an opportunity for all staff to participate in the operational review of the service and influence service developments. The focus of the day was around the following areas of practice: ETE, Safeguarding children, Final Warnings, Early Intervention and Administrative processes. Partner agencies were involved in the delivery of these interactive workshops. Essex YOS has participated in the Eastern Regional Training Consortium to allow quality training to be delivered cost effectively in collaboration with other YOS services. INSET training from the consortium continues to be well attended and provides core quality training for YOT workers; there has been a good take up of training (providing over 100 days) across a broad spectrum of areas. Due to a stream lining of funding from the YJB re INSET training and a reduction in investment to the Consortium Training Coordinator, core training has been agreed across the consortium with a focus on providing essential core training. The future funding for Professional Qualifications within the Youth Justice System is likely to be withdrawn or reduced and this will significantly reduce the number of staff that are able to be supported to undertake this. The ISSP workforce was reviewed and has a new structure in place to ensure the best use of staff and resources. The Final Warnings function within the team was reviewed as part of the operational review and this role is to be undertaken by new workers from April 06, who will receive comprehensive training to prepare them for this role. This enables seconded Police Officers to be deployed into other areas of work focusing on the higher risk caseload.

The Early Intervention Programme has recruited 12 Outreach workers who will be accommodated in partner agencies such as local council offices or family centres, to enable close partnership working to achieve joint objectives. This has necessitated close working with training consultants and staff in Children and Young People's Services, to provide these workers with a comprehensive training programme to prepare them for this role.

## C.4 PARTNERSHIP WORKING

Please provide a summary of the **support from partner agencies** and plans to develop links with partners – statutory and non-statutory.

Guidance  
page 16

### Overview of partnership working including complementary and conflicting targets:

The Strategic review was able to re-confirm the intrinsic relationship that the YOS has to most of its partners and local stakeholders. Relationships between the YOS and the Connexions Service continue to be strong at both a strategic and operational level. The protocol which was revised last year is understood well by both YOS staff and Connexions PAs.

The level of NEET young people remains at approximately the same overall level (73%) and in-depth analysis completed jointly by the YOS Information Manager and the Connexions equivalent has revealed that this percentage is mainly made up of Year 10s and 16 and 17 year olds. The development of the 14-19 strategy and the improved links that the YOS has with the LSC will over time impact on 16 and 17 year olds. However, there is concern about the impact of the Education Maintenance Allowance from April 06, especially for E2E providers. The YOS and Connexions will work closely to monitor the impact for young people in post-school learning. Young people from the south of the county have successfully taken part in the PAYP.

All areas continue to work positively alongside community groups, e.g. the Prince's Trust and Positive Futures.

An example of positive collaboration is the construction skills training programme known as 'Youthbuild'. This is a partnership between the YOS and Essex Council for Voluntary Youth Service. Youthbuild also receives funding from Chelmer Housing, which works with Chelmsford Borough Council to provide local housing association properties.

The YOS also works closely with CAMH service, contributing to the CAMHs self assessment Matrix. This has inevitably identified a lack of capacity at the complex/acute end of provision. The role of the CAMHs workers within the YOS will change in 2006 and this follows the strategic review to identify 'best fit' for all seconded staff. It is anticipated that this will improve access to other CAMHs services.

The Criminal Justice Board has strengthened its links with the Crime and Disorder Team within ECC, with a view to ensuring that there is a maximisation of capacity around joint strategies such as the Persistent and other Priority Offenders Strategy; in particular, that there is a reduction in the number of meetings which cover essentially the same ground, but report through different governance frameworks.

Some links have been formed with Supporting People and it is hoped that the improved understanding of the specific accommodation needs of the YOS arising from the collaborative approach with Leaving and After Care will lead to good strategic links being formed, resulting in a greater level of nomination rights for YOTs in localities, than is the case now.

Partly as a result of the intensive partnership work arising from the development of Safer Stronger Communities element of the LAA, new links have been forged with Essex Fire and Rescue Service. The YOS already works with the Fire Service on the 'Fire Break' programme and Juvenile Fire-setters Project, but have just agreed a pilot project to look at a jointly delivered programme aimed at high risk young people and risk taking behaviour, especially in the context of road traffic accidents.

# **DELIVERY PLAN**

## D. DELIVERY PLAN

### PREVENT OFFENDING

**Overview:** including review of the past year, performance against KPIs and highlights of plans for the coming year. This must demonstrate how the prevention funding will contribute to reducing the number of first-time entrants to the youth justice system. Refer to the plans you have submitted for 05-08 YJB Prevention Funding. All actions to prevent offending must be included in the Action Planning Tool.

The main areas of prevention activity have been funded as part of the final year of the Children's Fund. The range of projects includes YOS related mentoring, delivered by CSV and Family Group Conference (in both education and restorative justice). Other activities include the Rainer RAP project, aimed at a number of crime prevention issues.

The past year has seen the refinement of the original Prevent and Deter Plan, with a renewed focus on the Deter aspect. The Early Intervention and Prevention Manager came into post in June and was significantly boosted by the announcement from the YJB of additional funding to develop a range of prevention and early intervention services. In order to test the new Deter element, a pilot with Chelmsford Borough Council, using a YISP Model, was implemented in October 2005. This has provided useful pointers for roll-out of the YISP across all 11 other CDRP areas from May 2006. In line with the localism theme in the LAA, 11 YISP Project Workers will be based in District Council premises to maximise local links. The Project Workers will be supported by a core team including Senior Practitioners. The aim of the YISPs will be to prevent children and young people from offending by early identification of those assessed as 'at risk'. The referral route into the YISP uses a 'Common Assessment' approach, aimed at improving the referring agency's understanding of the reasons why the child or young person is 'at risk' and improving their initial engagement with the family by obtaining informed consent prior to referral to the YISP. The YISP has been supported by the Children's Fund via matched funding for a CSV Mentoring project. This will act as either the main form of intervention for 'lower risk' young people or as part of a longer term plan for post YISP support.

#### Data:

KPI: 05/06 April – December actual and % against target	1823
KPI: 06/07 target	1806

#### Action plan: Prevention

Please enter the details of your actions in the Action Planning Tool

## INTERVENE EARLY

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

Final Warnings have also been reviewed as part of the strategic review. Agreement has been reached to refine the initial assessment, in line with the new performance measure. The YOS and Essex Police have designed a new enhanced screening tool which will be used at the outset of contact with the young person and their family to create a risk/need profile before a full ASSET is completed. Agreement has been reached with key services such as Social Care to enable YOS based access to information systems, to ensure that this screening tool is as accurate as possible. This will also enable the provision of an enhanced service to those assessed as posing a high risk of offending post Final Warning Panel.

Additional capacity is now available as the YOS has re-profiled some of the budget to focus different staff resources on 'high volume - low risk' activity. This will enable the YOS Police Officers to be deployed primarily on those young people who are on the PPO lists or on ISSP, but will also still provide the flexibility for support for young people given Final Warnings, but assessed as high risk.

This additional capacity will allow more practitioners from within the YOS to work with young people subject to Final Warnings than is currently the case.

**Data: Final Warnings**

KPI: 05/06 April – December actual and % against target (old KPI)	91.5% (+4.7%)	EPQA: 03 rating	2
KPI: 06/07 target (new KPI)	90%	EPQA: 05 result	2

**Action plan: Early Intervention**

Please enter the details of your actions in the Action Planning Tool

## PROVIDE INTENSIVE COMMUNITY SUPERVISION

### **Overview: including review of the past year and highlights of plans for the coming year:**

The Youth Justice Board Assurance Review was completed in September 2005 and Essex ISSP was assessed as a commended scheme. The main strengths highlighted in the Assurance Review included the level of ISSP integration into the wider YOS, the range and content of programmes (found to be of a high quality and appropriate for the needs and risks of the young people) and that case files and breach practice were of a high standard. The Review team also acknowledged the significant impact of the highly committed ISSP Manager supported by an able and enthusiastic team.

The YJB target figure for the year was 46 starts, which was achieved. Of those young people leaving ISSP in the year, Essex saw a successful completion rate of 77% against a national average of 57%. The impact of ISSP on re-offending rates has not been fully assessed this year due to the unforeseen change in management; however, it is an issue that will be addressed over the next 12 months with the development of a database for recidivism rates. The ISSP team is now fully staffed and with a change in format, has been able to address the highlighted gaps that were previously identified in delivery service.

2006/7 will see the ISSP team undertake systemic family work training to improve their understanding of working with chaotic families. A needs led risk matrix approach will need to be further developed with the expected implementation of a tiered system of intervention for those not currently eligible for ISSP.

The re-deployment of the Police Officers has also allowed for their skills to be used to support supervision of high risk young people, either on Supervision Orders or as part of post release licence. It is likely that this role will be carried out in conjunction with ISSP Senior Practitioners and involve closer collaboration between local Divisional Intelligence Units.

### **Action plan: Intensive supervision**

**Please enter the details of your actions in the Action Planning Tool**

## REDUCE RE-OFFENDING

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

The cohort for 2004 continues to demonstrate small but significant falls in the rates at which young people offend post contact with the YOS. As with previous years, first tier and pre Court areas tend to have the lower rates of re-conviction, but also reflect the less complex nature of the young people. Those subject to high intensity programmes, such as Supervision Orders where attendance on the Repeat Offenders Programme is required have recidivism rates of around 55%, but tend to offend less seriously and less frequently. Young people leaving custody continue to have the highest rates of re-offending (70%).

All of the Teams have innovative programmes, either on a one to one basis or via group-work. The programme range has included Citizenship, life skills as well as traditional offending behaviour programmes. The team based Case Management Forum continues to be the main arena in which the young person's needs and risks are considered and then matched to either team based or centrally delivered programmes. There are however, significant logistical issues for the service in getting young people into the 'centre' which is in Chelmsford, for programmes that are more specialist. This is especially the case in Harlow where the young person would need to go to London to access the train to Chelmsford. To tackle this issue, the YOS has now purchased its own transport and will be able to address this logistical issue.

The coming year will see more standardisation of programmes across all four main Teams, supported by some centrally provided programmes via ISSP. There will also be more management QA processes to tackle some of the performance and capacity issues which the National Standards Audit has highlighted, especially in respect of the second half of Community Orders and Detention and Training Orders.

<b>KPI: 05/06 actual (Oct – Dec cohort) and % against target*</b>	<b>2002/03 cohort % re-offending after 24 months</b>	<b>2003/04 cohort % re-offending after 24 months</b>	<b>2004/05 cohort % re offending after 24 months</b>
Pre-court	31.3%	23.2%	N/A
First tier penalties	41.7%	38.1%	N/A
Community penalties	35.7%	35.2%	N/A
Custody	61.1%	70%	N/A
<b>KPI : 06/07</b>	TBA	TBA	

**Action plan: Reducing re-offending Please enter the details of your actions in the Action Planning Tool**

## REDUCE THE USE OF CUSTODY

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

The development of a Custody Panel has not been taken forward; however all secure remand decisions and custodial sentencing decisions continue to be monitored and reviewed by the ISSP Manager or Team Managers.

ISSP continues to be a structured viable alternative to custody available to the Courts for both bail and sentencing purposes. The ISSP Project Board at YJB is currently completing a consultation period regarding ISSP. ISSP will be retained, however, there will be a provision for a less intensive programme for those not currently eligible for ISSP. These programmes will be determined by risk assessment and should further reduce the use of the secure estate in Essex.

All “so serious” PSRs are discussed pre-submission, in the CMF, to ensure the proposals are credible and support the use of Community Orders in court wherever possible.

In order to address what continues to be a challenge, all Team Managers will have refresher training on remand management to ensure consistency across Essex.

Direct liaison with sentencers and clerks takes place regularly, including through manager attendance at Youth Panel meetings and through the YJAT arena. YJAT have further agreed that legal advisers and prosecutors consult with YOTs prior to issuing fail-to-appear warrants, with a view to providing some form of bail support to ensure attendance and reduce the risk of custodial remands.

The work undertaken this year aimed at improving support for those young people leaving custody as part of the resettlement EPQA, will improve access to accommodation resources, possibly in the form of floating support. Unsuitable accommodation is a major element in young people either being remanded to secure accommodation or re-offending on release from custody.

### **Data:**

<b>KPI: 05/06 April – December actual and % against target (remand)</b>	<b>43.7% (no diff)</b>	<b>KPI: 05/06 April – December actual and % against target (custody)</b>	<b>6.9% (+1.6%)</b>	<b>EPQA: 05 rating (where applicable)</b>	<b>2</b>
<b>KPI: 06/07 target</b>	<b>30%</b>	<b>KPI: 06/07 target</b>	<b>5%</b>	<b>EPQA: 07 target</b>	<b>3</b>

### **Action plan: Reduce the use of custody**

**Please enter the details of your actions in the Action Planning Tool**

## ENSURE THE SWIFT ADMINISTRATION OF JUSTICE

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

The Youth Justice Action team (YJAT), now chaired by Thurrock YOS and supported by Essex and Southend YOS, is responsible for maintaining the focus on youth justice issues and ensuring that PYOs are processed speedily through the Criminal Justice System (CJS). The key objectives of the 05/06 delivery plan are:

- To reduce the arrest to charge periods for persistent young offenders
- To reduce the charge to first listing period in PYO cases
- To ensure that youths are appropriately diverted from the criminal justice system
- To increase the through-put of all youth court cases
- To reduce delay in the execution of warrants for all youths
- To reduce trial delays
- To re-establish local PYO case management contacts for enforcement of Best Practice
- Delivering effective community interventions
- Enforcing parental responsibility
- Improving public confidence in the Youth Justice System

Over the past year YJAT have made good progress in achieving its set objectives. For example, the youth court performance target in respect of 'timeliness', covers all youth court cases. Each youth court area in England and Wales should aim to achieve 80% of cases within specified target times. The most recent data published for June 2005, revealed that Essex was the best performing youth court in England and Wales- e.g. 96% of all guilty pleas within 59 days target compared to national average of 88%. There are some areas for continued improvements in terms of the overall delivery plan, for example, in relation to conflicts between targets on bringing young offenders to justice and prevention through appropriate diversion. YJAT will continue to strive to strike the right balance between moving young offenders quickly through the CJS whilst ensuring that appropriate measures are in place to divert young people from the CJS in the first place.

### **Data:**

<b>KPI: 05/06 April – December actual and % against target</b>	<b>97.9%</b>
<b>KPI: 06/07 target</b>	<b>90%</b>

**Action plan: Swift administration of justice Please enter the details of your actions in the Action Planning Tool**

## ENFORCEMENT AND ENABLING COMPLIANCE

### **Overview: including review of the past year and highlights of plans for the coming year:**

Enforcement action has always been a high priority for Essex YOS, and the National Standards audit for October-December reflected 100% compliance of the National Standard, and the ISSP Quality Assurance review also commended timely enforcement.

Manager attendance at the Local Criminal Justice Board Enforcement Action Team has increased the profile of YOS with the partnership agencies of the Court Service, Police and Probation. A multi-agency audit has enabled the issue of outstanding breach of community/detention Orders to be reviewed, and the withdrawal of warrants where there is no realistic possibility of execution. A review of all outstanding breach warrants is ongoing by the relevant team manager, and this process is now in place to be carried forward on a monthly basis.

The LCJB enforcement action team target for completion of breach cases is 35 days from date of alleged breach to disposal. Youth cases are currently running at a 20 day turnaround average.

A separate enforcement working party has just begun working within Essex YOS. This working party is multi-agency and multi-disciplinary within the YOS and is tasked with reviewing the full enforcement process, beginning with information served on young people, their families and victims and the point of sentence. This work is particularly important, given the increasingly lengthy licence periods available under the CJA 2003. Successes for enforcement action within the YOS and the LCJB action team have included the development of Additional Information Sheets, which provide the local police with additional risk information where a warrant is issued for the arrest on breach of a young person. Difficulties with the processing of warrants post-delivery to the local police station have been resolved and it is now likely that the use of electronic warrants for breach will be extended from use solely with adults, to enforcement cases involving young people.

### **Action plan: Enforcement**

**Please enter the details of your actions in the Action Planning Tool**

## ENSURE EFFECTIVE AND RIGOROUS ASSESSMENT

**Overview:** including review of the past year, performance against KPIs and progress against EPQA improvement plans, and highlights of plans for the coming year. This must include steps to improve risk assessment and management:

ASSET completion continues to improve, although there have been dips in performance in the rate of completion of final ASSETs for those young people leaving custody. The quality of ASSET is monitored on a monthly basis by Team Managers and then discussed with the Head of Service. Work has also taken place this year on improving the input into both the initial assessment and review/final ASSETs by young people and this will form part of the participation strategy due to be implemented in 2006.

In developing the Early Intervention and Prevention Service, account has been taken of the development of the Common Assessment Framework. The principles underpinning the CAF have formed the core of the referral route, leaving ONSET as the assessment framework used once the child has been accepted onto the YISP.

A risk strategy has been developed this year, which is currently being amended. The strategy includes process information where other agencies need to be involved (such as MAPPA) or the Safeguarding Board, as well as specific advice to both Team Managers and practitioners about risk and the effective management of it.

The process in respect to identification and case management of those young people assessed as posing a high risk of harm, either to self or others, will now involve referral to a mixed panel of Team Manager and Senior Practitioners. The purpose of the referral is both to lend professional support to practitioners holding high risk cases and to ensure that all appropriate referrals have been made to risk monitoring bodies such as MAPPA or the PPO forums.

As part of ACPC/Safeguarding Board arrangements, the YOS is an active member of the Sexually Abusive Behaviours Forum, a multi disciplinary approach to managing young people who are involved in sexually abusive behaviour, including those where no prosecution has taken place but where concerns remain.

### Data:

KPI: 05/06 April – December actual and % against target (ASSET)	93.95% (-0.2%)	KPI: 05/06 April – December actual and % against target (DTO)	93.2% (+2.8%)	EPQA: 03 rating	2
KPI: 06/07 target	100%	KPI: 06/07 target	100%	EPQA: 05 result	2.12

**Action plan: Assessment** Please enter the details of your actions in the Action Planning Tool

## SUPPORT YOUNG PEOPLE ENGAGING IN EDUCATION TRAINING AND EMPLOYMENT

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

Ongoing partnership work between Essex YOS and EST Connexions has resulted in a joint working protocol being produced. This protocol has been evaluated by a working party of practitioners from both agencies and now rolled out to all Connexions and YOS teams county-wide through a series of road-shows. Ongoing development includes the development of a reviewing officer role, to evaluate the service from the young person's perspective, and both Essex YOS and Connexions are working alongside Prince's Trust volunteers in this.

ETE continues to be an area in which there is room for improvement. Some of the problems lie with recording issues but there are also areas which are not totally within our control. Our EWOs are working with schools in some of the most difficult areas of the county and we now have practitioners who are working with other agencies to provide Basic Skills for those young people who are not achieving their full potential.

Echoing the observations highlighted in the Government's Green Paper *Reducing Re-Offending Through Skills and Employment* (December 2005), Essex Youth Offending Service currently supports the development of a construction training project to young people on court orders in partnership with ECVYS (Essex Council for Voluntary Youth Services). The dedicated workshop runs brickwork, carpentry and painting and decorating courses as part of the LSC's e2e (entry to employment) courses, linked in with employers to provide construction site-based experience. In addition to construction training, Essex YOS is seeking to secure further learning and training opportunities for 14-17, including the provision of Basic Skills and Key Skills (as part of Skills for Life), access to visual and performing arts opportunities and further work-based learning opportunities. To that end, and as part of the Offenders' Learning and Skills Service (OLASS), Essex YOS is engaged with major ETE stakeholders to ensure that the LSC's *Pan Essex 14-19 Learner Entitlement* is realised.

**Data:**

KPI: 05/06 April – December actual and % against target	79.1% (+0.3%)	EPQA: 03 rating	2
KPI: 06/07 target	90%	EPQA: 05 result	2

**Action plan: ETE**

Please enter the details of your actions in the Action Planning Tool

**SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION**

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

Finding suitable accommodation for the young people with whom we work continues to be a challenge for all teams, and this is reflected in our performance against this KPI.

Essex YOS has focussed on this area and has undertaken a specific piece of work with Supporting People to further explore this ongoing situation. A review of our current practice around accommodation revealed that accommodation set aside for young people and paid for by the Supporting People grant is not being utilised by YOTs. This is due to a number of factors including: referral routes not being open to YOT workers, criteria being set by individual housing providers that exclude young people with complex issues, the suitability of the accommodation and its likelihood to impact negatively on the young person’s offending behaviour (due to the mixed client group the accommodation is focussed on e.g. adult offenders – probation service users). A report has been written for Supporting People emphasising these points and proposing changes to ensure that Young Offenders’ needs are prioritised within the Supporting People Strategy.

Essex YOS has created a new Band 4 post of Resettlement and Accommodation Officer which will commence from the end of March 06. The aim of this post will be to work with the Development Manager and partners to review existing practices and develop an Accommodation Strategy with key partners to ensure young people are able to access suitable accommodation.

Accommodation has been discussed at the YOS Steering Group and a collaborative piece of work with Leaving and Aftercare and Community Safety, will result in a paper being written that sets out the issues and sets an Essex-wide approach to resolving the issues regarding accessing suitable accommodation for young people, and sharing resources to progress this aim. This will involve substantial work with district and borough council housing departments and the locality housing providers who provide services to young people and has been sponsored by the CEO of Essex.

**Data:**

<b>KPI: 05/06 April – December actual and % against target (named officer)</b>	<b>100%</b>	<b>KPI: 05/06 April – December actual and % against target (suitable accommodation)</b>	<b>88.7% (-1.7%)</b>
<b>KPI: 06/07 target</b>	<b>95%</b>	<b>KPI: 06/07 target</b>	<b>100%</b>

**Action plan: Accommodation**

Please enter the details of your actions in the Action Planning Tool

## SUPPORT ACCESS TO MENTAL HEALTH SERVICES

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

The YOS continues to benefit from high quality YOS based CAMHs workers who provide both direct delivery to young people and consultation to staff within the Teams. The strategic review considered the role of the Health workers and agreed that their role as 'path clearers' needed to be developed further and that more emphasis should be placed on specific contributions such as Tier 3 activity rather than the Tier 2 work which is sometimes being done. However, further work on defining the roles will take place in 2006, as the current PCT/SHA reconfiguration is taking a great deal of strategic capacity.

The YOS is a key member of the CAMHs Steering Group and has part of a small group mapping the existing provision for complex and acute services. As with a number of areas nationally, there is a perceived lack of appropriate CAMHs service across Essex for young people with complex emotional and mental health issues (such as dual diagnosis). Bridging the gap will form part of the brief for the wider Strategic Children and Young People's Board, which is responsible for developing the Children's Trust approach in Essex.

An innovative project is happening in Tendring, one of the most deprived areas in Essex (and nationally) involving a partnership between North Essex Mental Health Partnership Trust, Social Care and the YOS. The service involves a multi-agency virtual team providing coordinated specialist support to young people with especially complex needs. A 'spin off' group (SAAIF) has been developed focusing on both the victims and young perpetrators of domestic violence. These projects have provided CAMHs with the opportunity to consider how relevant services to 'high need' and complex young people and their families can be achieved, in line with the core principles of 'Every Child Matters'.

A systemic family-based programme with members of YOT, Social Care, CFCS and Family Centres, aimed at preventing young people from escalating through any "system" is planned for the south of the county.

### **Data:**

<b>KPI: 05/06 April – December actual and % against target (Acute)</b>	<b>83.3% (-16.7%)</b>	<b>KPI: 05/06 April – December actual and % against target (non-acute)</b>	<b>90.0% (+17.2%)</b>	<b>EPQA: 05 rating (where applicable)</b>	<b>N/A</b>
<b>KPI: 06/07 target</b>	<b>100%</b>	<b>KPI: 06/07 target</b>	<b>100%</b>	<b>EPQA: 07 target</b>	<b>N/A</b>

### **Action plan: Mental health**

Please enter the details of your actions in the Action Planning Tool

## SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES

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

The DAAT commissions substance misuse services for EYOS under pooled budget arrangements. The service is delivered by a Children's Society project - Essex Young People's Drug and Alcohol Service and provides four named Drug workers, one per area Team. This is supported by the 'day programme' which provides support to young people with more complex needs (Tier 3).

There is a new PSA Target for ECC, as part of the LAA. This year baseline information regarding drug related offences will be collated.

Essex DAAT has been deemed a High Focus area for the past year and this has helped to strengthen the role of the Joint Commissioning Group and generally helped to improve the level of understanding about the gaps in provision. As with CAMHS, this is most evident in the services to young people in need of Tier 3 or 4 services, or where there is dual diagnosis.

The DAAT has also commissioned specialist training from the US to work with young people who do have dual diagnosis and who have proven to be resistant to more conventional approaches. A number of YOS and EYDAS staff attended this training and will now work on utilising the skills learned.

EYPDAS has delivered training on "screening" re. substance misuse to all of the YOTs, including ISSP. The aim of the training is to support effective screening at of young peoples drug and alcohol use. It was also designed to increase capacity for staff to deliver a number of Tier 2 interventions and to ensure appropriate referrals to the EYPDAS staff.

**Data:**

<b>KPI: 05/06 April – December actual and % against target (Assessment)</b>	<b>100% (no diff)</b>	<b>KPI: 05/06 April – December actual and % against target (specialist assessment)</b>	<b>85.2% (+6.5%)</b>	<b>KPI: 05/06 April – December actual and % against target (early access to intervention)</b>	<b>96.2% (-3.3%)</b>	<b>EPQA: 05 (where applicable)</b>	<b>N/A</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>	<b>EPQA: 07 target</b>	<b>N/A</b>

**Action plan: Substance misuse**

Please enter the details of your actions in the Action Planning Tool

## SUPPORT RESETTLEMENT INTO THE COMMUNITY

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

The EPQA review of this area enabled Essex YOS to review our practice and create an action plan to further improve our practice in this area. This action plan is currently being implemented and locality teams are compiling a catalogue of local community resources in their area, covering the following areas: leisure, housing, education and social/welfare support services, which will enable them and their local planning forums to analyse any gaps in provision and collaboratively plan to address unmet needs.

Accommodation issues impact significantly on this area and have been highlighted elsewhere in this plan. Work has been undertaken with the ECC Community safety team and the Supporting People team to explore and make recommendations to improve access for young people regarding suitable housing.

Essex YOS has created a new Band 4 post of Resettlement and Accommodation Officer which will commence from the end of March 06. The aim of this post will be to work with the Development Manager and partners to review existing practices and develop an Accommodation Strategy with key partners to ensure young people are able to access suitable accommodation across the county.

Accommodation has been discussed at the YOS Steering Group and a collaborative piece of work with Leaving and Aftercare and Community Safety will result in a paper being written that explores the issues and sets out an Essex-wide approach to resolving the issues regarding accessing suitable accommodation for young people, and sharing resources to progress this aim. This will involve substantial work with district and borough council housing departments and the locality housing providers who provide services to young people.

The development of P&D youth forums within each of the CDRP areas has been included in the LAA and will ensure that prolific and priority young offenders are discussed and offered support in an appropriate multi-agency forum, focused on young people’s needs, with a view to reducing offending and enabling localities to develop additional services to young people. This will provide an added support to young people leaving custody and ensure services are coordinated and planned to provide for effective resettlement and reintegration back in their local communities.

Data: Resettlement

<b>EPQA: 05 rating</b>	<b>1.44</b>	<b>EPQA: 07 target</b>	<b>2</b>
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**Action plan: Resettlement**

**Please enter the details of your actions in the Action Planning Tool**

**PROVIDE EFFECTIVE RESTORATIVE JUSTICE SERVICES**

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

Each of the 4 teams presently has a dedicated Victim Care worker and Police Officer who work collaboratively to both improve information flows from the Police to the Teams and to offer enhanced support to vulnerable victims.

3 of the 4 teams either have or are working toward a dedicated team for Referral Orders and Final Warnings in recognition of the sheer volume of activity generated by them.

A diverse and ever increasing range of reparation projects has been developed this year and includes partnership working with Prison Fellowship, an Allotment project which provides produce for the elderly locally, a Community Café and Retail Theft initiatives.

There have been changes in staff and the RJ Manager post has been vacant for a significant part of the year, which has impacted on the development of links with local mediation services. There have been 3 training courses for volunteers this year and a refresher day was provided for longer serving panel members.

The service is fully engaged with the Victim and Witness Action Team, part of the Local Criminal Justice Board, with our representative holding 'champion' status. In order to ensure that the YOS Restorative Justice Policy is compliant with the new Victim's Code, work is going on to internally audit process against requirements and it is likely that revisions will be needed for victims in need of 'special measures'.

The service continues to commission Family Group Conferences from Social Care, which includes pure restorative conferences targeted at the top 20% most high risk young people, and RJ in an education setting to prevent exclusion. One key area is building on previous RJ training with residential providers to develop improved strategies involving restorative practices to reduce the likelihood of young people in care being criminalised by default.

**Data:**

<b>KPI: 05/06 April – December actual and % against target (intervention)</b>	<b>91.3% (-8.6%)</b>	<b>KPI: 04/05/06 April – December actual and % against target (satisfaction)</b>	<b>98.5% (+1.6%)</b>
<b>KPI: 06/07 target</b>	<b>75%</b>	<b>KPI: 06/07 target</b>	<b>75%</b>

**Action plan: Restorative Justice**

**Please enter the details of your actions in the Action Planning Tool**

## SUPPORT PARENTING INTERVENTIONS

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

The STOP parenting programme is the mainstay programme for the YOS. STOP is a programme developed by Essex YOS and works to a set manual with core requirements about the level of training that facilitators need to have, to enable them to deliver the intervention. It is a programme that is specific to identifying the key risks associated with offending behaviour and provides parents with strategies to improve behaviours, such as setting and maintaining appropriate boundaries and the provision of information about drug and alcohol use. However it is resource intensive. It has been used successfully with the parents and carers of children aged under 13 years as part of a Children’s Fund funded project and is therefore suitable to be linked to the YISP programme.

The YJB Prevention money has been used to increase capacity to deliver a range of parenting strategies, and the new Parenting Co-ordinator will oversee and deliver when needed, weekly STOP programmes across Essex. The role will also involve conducting research into other parenting programmes and techniques both across the county and also nationally, in an endeavour to ensure that the service offered by the Essex YOS evolves in a positive manner.

In addition to the involvement of the four YOT teams as delivery points, both ISSP team and the YOT Early Intervention (Prevention) team will be involved in both referral and co-facilitation of groups. On the basis that these parenting programmes will be available throughout the county, they will serve the twelve CDRP areas as an integral part of the Essex YOT Prevent and Deter Strategy. The Parenting Co-ordinator will be managed by the Early Intervention Programme Manager and will be supported by the two YISP Senior Practitioner roles.

It is planned that the Parenting Co-ordinator role will include organising the direct delivery of intervention in relation to statutory Parenting Orders which is currently being delivered by the Essex Social Care Department. This will take place in the context of the group work programmes; however, the delivery of direct one-to-one work will be offered to those parents, where appropriate or necessary e.g. those who have previously engaged on the STOP Parenting Programme and a further group programme is not assessed as likely to produce good outcomes.

<b>KPI: 05/06 April – December actual and % against target (Interventions)</b>	<b>58.8% (+54.4%)</b>	<b>KPI: 05/06 April – December actual and % against target (Satisfaction)</b>	<b>100% (-2.5%)</b>	<b>EPQA: 04 rating</b>	<b>2</b>
<b>KPI: 06/07 target</b>	<b>10%</b>	<b>KPI: 06/07 target</b>	<b>75%</b>	<b>EPQA: 05 result</b>	<b>1.87</b>

**Action plan: Parenting**

**Please enter the details of your actions in the Action Planning Tool**

## ENSURE EQUAL TREATMENT REGARDLESS OF RACE

### **Overview: including a review of the past year, performance against last year's race action plan, and highlight actions for the coming year:**

This is the first year of reporting on the objectives identified from the Race Action Planning Audit- 04/05. Four key objectives were identified and whilst some actions have been undertaken, there remains much to do in order to effectively deliver on this target. The most notably progress was in relation to objective 4, with a successful roll out of the 'Citizenship programme' in September 05. In respect of objective 2, a skills audit of staff to include knowledge gaps in respect of race/diversity is planned. Essex YOS has previously run and continues to offer Diversity Workshops as part of its annual staff training and development activities. Staff are also able to access external training as identified through PMR.

Objective 1 around research to further explore the themes identified from the audit requires urgent review. A wide range of themes were identified and now require consensus as to priority areas for focus for the research. The focus needs to be in respect of current pertinent issues for BME YOT client in Essex, selected from the themes identified in the audit. There also needs to be agreement as to 'next steps' in terms of service delivery, to include any resource implications. As was identified in objective 3, Diversity issues should be a standing item on Team Managers monthly meetings agenda to help to maintain focus and ownership at management level.

It was identified that workers required access to training in relation to working with young people with a traveller background. Several staff accessed training through the Traveller Education Service. The highest proportion of ethnic minorities within Essex comes from the travelling communities.

In the coming year our objectives need to be focused and streamlined in order to effectively deliver on this target.

We will undertake an equalities impact assessment as we roll out the new YISP model.

### **Action plan: Equality**

**Please enter the details of your actions in the Action Planning Tool**

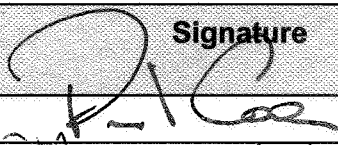
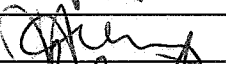
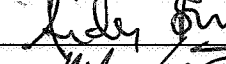

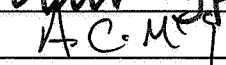

**E. REVIEW AND APPROVAL**

Please include your schedule for reviewing the actions set out in this plan and the Action Planning Tool. In addition, please ensure that the Chief Officers from the participating agencies, including the Chief Executive of the Local Authority sign the plan.

**Table B: Schedule for review of plan:**

Review date	Reviewer
September 2006	Chair of the Management Board
December 2006	Chair of the Management Board
February 2007	Chair of the Management Board

**Table C: Signature of approval**

	Name Of Chief Officer	Signature	Date
Chief Executive Of The Local Authority	Paul Coen		26.4.06
Health Service	Mike O'Keefe	 (on behalf of MIKE O'KEEFE)	26.4.06
Police Service	Andy Bliss	 (Andy Bliss)	26.4.06
Probation Service	Alex Bamber		26.4.06
Children & Young Peoples's Services	Clair Pyper		26.4.06
EST Connexions	Alistair McGarry		26.4.06

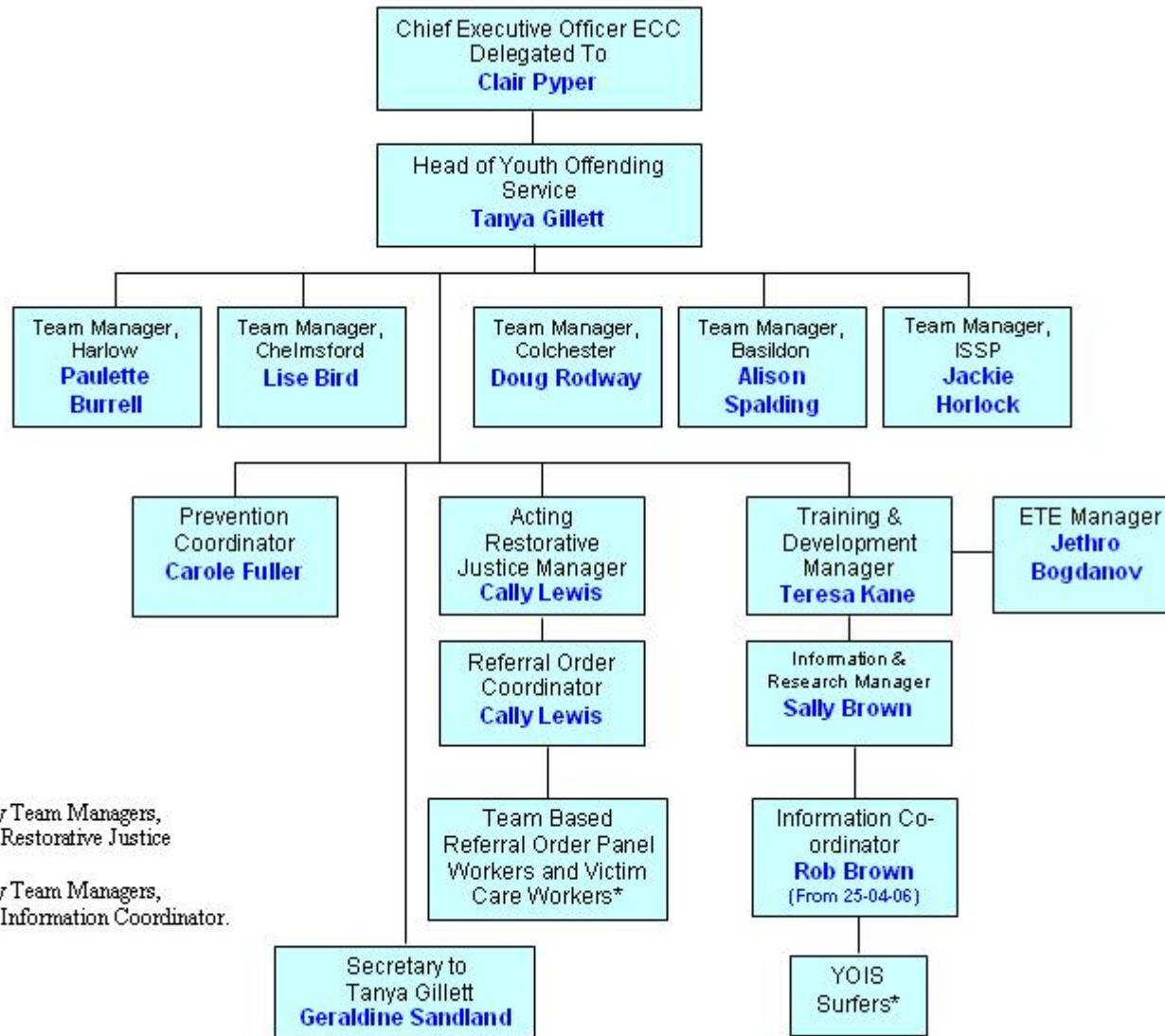
## ***F. APPENDICES***

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Please provide the following information as appendixes:

- Org chart
- Performance measures

**APPENDIX A: ORGANISATIONAL CHART**



\*Day to day by Team Managers,  
Overview by Restorative Justice  
Manager.

\*Day to day by Team Managers,  
Overview by Information Coordinator.

**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> 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>		1823	1806
<p><b>Prevent Offending (old target):</b> At least 200 young people are identified and targeted for support each year</p>	N/A	200	
<p><b>Intervene early (new target):</b> Ensure that 100% of young people on a final warning are supported by an intervention if: - 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</p>			100
<p><b>Intervene early (old target):</b> Ensure that 80% of all final warnings are supported by an intervention programme</p>	86.8%	91.5%	N/A

Theme and measure	2004/05 outturn	2005/06 Apr- Dec Outturn	2006/07 Target
<b>Reduce re-offending:</b> 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:	<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	31.3%	23.2%	Reduction of 5%
First tier penalties	41.7%	38.1%	Reduction of 5%
Community penalties	35.7%	35.2%	Reduction of 5%
Custody	61.1%	70%	Reduction of 5%
<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%	43.7%	43.7%	30
<b>Reduce the use of custody (custodial sentences):</b> Reduce the number of custodial sentences as proportion of all court disposals to 5%	5.3%	6.9%	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>	TBA	TBA	90
Ensure that 90% of pre-sentence reports are submitted within <b>15 days for general offenders</b>	TBA	TBA	90

Theme and measure	2004/05 outturn	2005/06 Apr- Dec Outturn	2006/07 Target
<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	93.4%	94.5%	100
Ensure that 100% of assessments for <b>community disposals</b> are completed at <b>closure</b> stage	94.1%	93.5%	100
Ensure that 100% of assessments for <b>custodial sentences</b> are completed at <b>assessment</b> stage	96.9%	97.8%	100
Ensure that 100% of assessments for <b>custodial sentences</b> are completed at <b>transfer</b> stage	97.8%	97.2%	100
Ensure that 100% of assessments for <b>custodial sentences</b> are completed at <b>closure</b> stage	93.9%	85.1%	100
Ensure that all <b>initial training plans for DTOs</b> are drawn up within <b>10</b> working days of sentences being passed	92.8%	83.5%	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	78.8%	79.1%	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	90.4%	88.7%	100
<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%	83.3%	100

<b>Theme and measure</b>	<b>2004/05 outturn</b>	<b>2005/06 Apr- Dec Outturn</b>	<b>2006/07 Target</b>
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	72.8%	90%	100
<b>Support access to substance misuse services:</b>			
Ensure that all young people are screened for substance misuse	100%	100%	100
Ensure that all young people with identified needs receive appropriate specialist assessment within 5 working days of assessment	78.7%	85.2%	100
Ensure that all young people access the early intervention and treatment services they require within 10 working days of assessment	99.5%	96.2%	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	99.9%	91.3%	75
Ensure that 75% of victims are satisfied	96.9%	98.5%	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	4.4%	58.8%	10
Ensure that 75 % of parents participating in a parenting intervention are satisfied	97.5%	99.1%	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			

Theme and measure	2004/05 outturn	2005/06 Apr- Dec Outturn	2006/07 Target
<p><b>Ensure equal treatment regardless of race (old target):</b></p> <p>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</p>			<p><b>NEW TARGET</b></p>

## EPQA

Theme and measure	Initial score	Predicted score	Actual score
<b>Prevention:</b> post 07			
<b>Early intervention:</b> Final warning interventions	2	2	2.06
<b>Intensive supervision:</b> ISSP post 07			
<b>Managing demand for custody: Remand management</b> 05 – 07 or 06 – 08			
<b>Swift administration of justice:</b> post 07			
<b>Restorative justice and victims:</b> post 07			
<b>Race</b> (n/a)			
<b>Recidivism</b> (n/a)			
<b>Assessment, planning interventions and supervision</b>	2	2	2.12
<b>Education, training and employment</b>	2	2	2
<b>Substance misuse:</b> 05 – 07 or 06 – 08			
<b>Mental health:</b> 05 – 07 or 06 – 08			
<b>Accommodation</b> (n/a)			
<b>Resettlement</b>	1.44	2	
<b>Parenting</b>	2	2	1.87