



Youth Justice Plan

2006 – 2007

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KEY:

ABC	Acceptable Behaviour Contract	IT	Information technology
APA	Annual Performance Assessment	KOOP	Keep Out of Prison project
APIS	Assessment Planning Interventions & Supervision	KPI	Key Performance Indicator
Asset	The Youth Justice Board's assessment profile	LEA	Local Education Authority
BME	Black and Minority Ethnic	NVQ	National Vocational Qualification
CAMHS	Child & Adolescent Mental Health Service	PACE	Police and Criminal Evidence
CDRP	Crime & Disorder Reduction Partnership	PCEP	Professional Certificate of Effective Practice
DAT	Drug Action Team	PCT	Primary Care Trust
DipSW	Diploma in Social Work	PQ	Post Qualification
DTO	Detention and Training Order	PQCCA	Post Qualification in Child Care Award
EBD	Educational Behaviour Disorder	PYO	Persistent Young Offender
EPQA	Effective Practice Quality Assurance	UMIS	Universal Management Information System
HMP	Her Majesty's Prison	YISP	Youth Inclusion & Support Panels
ISO	Intensive Supervision Order	YMCA	Young Men's Christian Association
ISSP	Intensive Supervision & Surveillance Programme	YOIS	Youth Offending Information System

A. SUMMARY

Overview: The Hertfordshire Youth Justice Service remained in 2005/6 a geographically based service, with four main teams and County cover for ISSP and Bail & Accommodation coming from a central unit.

The Assistant Director has become a member of the Social Care & prevention management group within Children, Schools and Families and continues to work to the Deputy Director. The careful monitoring of finances has continued and, again, the Service has come within budget. However, this has been possible in part by holding management vacancies and those staff in post have worked unstintingly to maintain the quality of service delivery to young people and courts and the community. The APA submission will show the Service as 15th in the national tables for 2004/5 and in the 2005/6 tables as 27th, ahead of the “family” of services and Eastern Region in performance. We have retained our Level 4 status out of 5, despite the group of services retaining this achievement having reduced. There are still improvements to be made and the changing goalposts following YJB revisions bring new challenges.

The high performance of the Service is in large part due to the continued support of our partners in Police, Probation and Health as well as CSF and the YJB.

The central concern remains recidivism and comparisons based on 2-year periods between 2001 baselines and the 2003 cohort after 2 years shows an improvement of 8% above the KPI of 5% and the national average. The ISSP results have been particularly encouraging and it was ranked “Good” in the YJB Assurance Review. The Service continues to strive to improve the prospects for those on Community Punishments and, in the light of the YJB changing the Final Warning KPI, Hertfordshire is reviewing its service delivery to accommodate a risk-led approach, which will require a change to integration of ISSP into local teams by October 2006.

The Government via the YJB has made monies available over the next two financial years designed to reduce the numbers of those coming into the criminal justice system. During 2005 it was necessary to create a business case which was supported by the Steering Group and CDRPs as to the way the Service would look to meet this challenge. The approach which has approval is broadly to enhance the YISP to deal with 14 to 16 year-olds on ABCs and ISOs and to further support the “*Make it Happen in Sport*” project for those most at risk requiring diversionary activity. The Prolific and Priority Offender strategy has continued, with Youth Offending Teams taking a lead on behalf of CDRPs. Progress has been made, the engagement of other services beyond YOT involvement of the *Prevent & Deter* strand has been inconsistent, although some excellent work has taken place.

The reduced plan year (July 2005 to April 2006) has required an early review of the Race Audit Action Plan. The Steering Group has met regularly and, in addition to monitoring the impact of YOT intervention with young people with BME backgrounds, has led the Service to develop exit questionnaires for all those on Community Supervision and above. The information will help to inform service delivery across the board.

The Service has taken an active part in the development of the Children's Trust in both the pilot area and on the Project Groups, particularly development of the Children's Plan. This has been a way of linking criminal justice with children's services' priorities, as has been a closer involvement with the day-to-day CSF concerns. The KPI around the education of young people has not been met, with only a small improvement on last year. Dialogue with the education provider in relation to this issue continues and, while strategies are developing, there is still no short-term likelihood of change.

Finally, the initiative regarding victim liaison volunteers was very successful in one part of the County and not others. It is worth pursuing and the key to effectiveness is thought to be management input. As a result, an active strategy to enhance the support of these volunteers is under consideration. In addition, the Appropriate Adult service has been in place for almost a year and is due for review in the next few months and a very successful recruitment campaign has brought new volunteers to the Referral Panels.

Last year the Plan included 6 key objectives for the year:

1. Look to reduce recidivism for those subject to Supervision Orders.
2. Continue to find ways of linking the Criminal Justice and Children's Services' priorities to the benefit of young offenders.
3. Maintain the performance of the Youth Justice Service and an appropriate level of funding.
4. Continue a dialogue about the most appropriate way to offer victim involvement.
5. Continue to promote the education needs of young offenders
6. Implement pilot project to establish consumer responses to YOT interventions and evaluate

The Summary concludes the key objectives have either been met or are in the process of ongoing improvement. However, they remain as pertinent for the coming year as they were for the last.

Andrew Laycock

Chair – Hertfordshire Youth Justice Steering Group

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: Hertfordshire is one of the country's largest authorities with 1.2m residents, 106,000 of whom are between the ages of 10 and 17. From the Youth Justice Service perspective, it is co-terminus with police, probation, courts and local authority (county council) boundaries and works with ten local district and borough councils, each of which has a Crime & Disorder Reduction Partnership.

As a member of the Hertfordshire Criminal Justice Board, the Youth Justice Service is party to developing criminal justice priorities and has taken a lead on the development of *Prevent & Deter* within the Prolific & Priority Offenders strategy. By having four local operational Youth Offending Teams, the responsibility of CDRP membership is quite evenly spread and is able to reflect locally defined needs.

The local authority Chief Executive has placed the Service within the Children, Schools & Families department, which encompasses children's social services and education. This has enabled the Assistant Director, Youth Justice, to become part of the Social Care & Prevention management team and both contribute to and benefit from their operational strategies. The YJ Service is engaged with the development, while the responsibilities of the Service to criminal justice have been respected in organisational change. The Children's Trust in Hertfordshire has been developing throughout the year. The Assistant Director, Youth Justice has been involved in writing the Children's Plan and local YJ staff actively involved in the pilot Trust arrangements in North Hertfordshire.

At a county level, the YJ Service is also engaged with the CAMHS steering group, DAT, Young People's Drug and Alcohol Service commissioning, Crime & Disorder Task Group and Multi-Agency Public Protection Panels.

In order to have as much operational impact as possible (reflected in achievement of KPIs) the Service has a very small "headquarters" team which requires a significant commitment to keeping up with a number of strands of strategic development across children's services and crime & disorder. These demands are exemplified by the increasing expectations to provide data, two recent examples being the submission to Annual Performance Assessment for local authorities and the data sets for *Prevent & Deter* required by the Youth Justice Board. The YJB has agreed the proposed Business Plan regarding the extension and monitoring of prevention services and the developments are under way.

The concerns over the re-location of two of the YJ service units as part of the County Council's property strategy are not yet resolved. The replacement for the Watford YOT is thought to have been identified. This is not yet the case with the Hemel Hempstead/St Albans offices. The conflict between "Narrowing the Justice Gap" and reducing the numbers entering the criminal justice system remains, with a 15% increase in 2005. Although this is a 2% decrease on the 17% increase in 2004, this does not seem within the spirit of the YJB target. This problem will be compounded, as targets now set for speedily dealing with Breach will be at odds with the magistrates courts' ability to cope with increased numbers being compounded by their 7% reduction in funding.

C. DRIVERS OF PERFORMANCE

C.1 GOVERNANCE AND LEADERSHIP

Overview particularly looking at strategic management and leadership arrangements:

The Hertfordshire Youth Justice Service is overseen by the Steering Group in line with guidance emanating from the Crime & Disorder Act of 1998. The Group is chaired by the County Secretary on behalf of the Hertfordshire County Council Chief Executive and comprises representatives from Health, Probation, Police and Children Schools & Families departments. The Group meets 4 times a year with an agreed agenda. Reports are presented to the Group on performance, finance and development issues. A formal record is taken.

The Assistant Director for Youth Justice is a member of the senior management team of the Children, Schools & Families service and works to the Deputy Director (who is a member of the Steering Group). The Youth Justice Service operates as a geographically distributed generic service on four main sites across the county. The Assistant Director and some specialist posts are located in County Hall.

Andrew Laycock

Chair – Hertfordshire Youth Justice Steering Group

Table A: Composition of Management Board

Name	Agency representing	Post in agency	Ethnicity	Gender
<i>Chair: Andrew Laycock</i>	Hertfordshire County Council	County Secretary	white	male
Carole McDougal	National Probation Service, Hertfordshire	Director of Operations	white	female
Ann Domeneay	HCC Children, Schools & Families	Deputy Director	white	female
Tim Theaker	Bedfordshire & Hertfordshire Health Authority	Assistant Director	white	male
Michael Campbell	Hertfordshire Constabulary	Chief Superintendent	white	male
Tom Rees	HCC Youth Justice Service	Assistant Director	white	male

C.2 PERFORMANCE AND QUALITY SYSTEMS

Overview particularly looking at performance management and data quality:

National and local targets are met by four local area youth offending teams, and a countywide Remand and Accommodation Scheme and ISSP team (ISSP will be integrated into the four local YOT from Autumn 2006), managed by the Assistant Director Youth Justice based at County Hall and supported by a management information officer, policy advisor and administrator.

Local managers provide staff supervision and performance management and development as part of a regular cycle to all YOT staff. Non seconded staff are part of Children Schools & Families (county council) Performance Management & Development Scheme which includes monthly supervision and annual appraisal. Arrangements are in place for performance management and development of seconded staff with parent agencies.

Key Performance Indicators are reviewed quarterly by the YOT senior management group. Monthly YOIS 'clean ups', YOIS wizards and onsite support to local teams is provided by the management information officer to assist in monitoring. Local operational managers use a checklist for case closure to monitor quality and accuracy of data in case records. YOT Specialist Workers (education, health, police, probation & Connexions)

Operational management meetings address quality of practice and development areas (identify training needs etc) and general improvements in practice. EPQA has been integrated into the operational management process supplemented by regular forums to focus on EPQA improvement plans as required.

Hertfordshire has achieved level 4 status in the YJB performance framework in 2005/6.

C. 3 RESOURCES

C2 a Financial resources

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

The 2006/7 budget shows growth as a result of prevention funding. This growth however will be confined almost entirely to our YISP with a small addition to parenting. The budget continues to present a challenge for further development needs of the service, The service has held management and other vacancies in order to come in budget. Despite this, the service remains in the top 30 performing YOTs in the country.

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

	Core activity	Budget expenditure (£)
	Preventive services	950,000
	PACE Services	50,000
	Pre-court services	600,000
	Court-based services	200,000
	Remand services	90,000
	Community-based services	1,854,388
	Through care / after care (including RAP)	200,000
	Other orders	40,000
	Total:	£3,984,388

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

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Police	375,577	192,373		567,950
Probation	157,827	15,250		173,077
Social Services	1,768,387			1,768,387
Education				
Health (from Table A2b)	156,999	50,185		207,184
Local Authority Chief Executive				
Additional Funding (from Table A2a)		1,267,790		1,267,790
Total	2,458,790	1,525,598		£3,984,388

Table A2a: Additional sources of income

Additional source	Amount (£)
Single Regeneration Budget	
European Funding	
Youth Justice Board	773,532
Other	494,258
Total (for inclusion in Table A2)	£1,267,790

Table A2b: Health service contributions to the Youth Offending Teams

Health contribution: Funding source	Amount (£)
Source 1 : PCTs via Health Authority	207,184
Source 2 :	
Source 3 : (etc)	
Total (for inclusion in Table A2)	£207,184

C2 b PROGRAMME RESOURCES

Overview of programme resources including services to meet specialist needs:

A wide range of programmes is used across the four areas. Teen Talk has been used by all areas for the past year; Targets for Change is used for older young people and adapted for use with young people by practitioners; Impact Roadshow; anger management; a YOT parenting programme and a parenting programme developed as part of the CSF parenting strategy 'Positive Parenting' is being piloted in one area.

A number of reparation projects have been developed, for example: environmental projects and a first aid project. Local resources have developed with CDRP support, including a mentoring project, football club initiative, Make it Happen in Sport and initiatives linked to Prevent and Deter forums. A joint initiative between the YOT and attendance centres offers a relevant groupwork programme. Various drug programmes are used by ISSP as part of young people's programmes and by YOT specialist drug workers. Our KOOP (Keep Out of Prison) project is being re-established with the HMP The Mount. The service is allocating some dedicated YOT worker time to enable this to happen. Further work is being undertaken to try to re-establish the young women's KOOP as part of a programme for young female offenders with a focus on alcohol, violence and personal safety issues. A group work programme focusing on identity issues has been developed in one area of the County.

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):

The service uses YOIS as a case management system. The system has recently been upgraded to YOIS Plus. Staff and managers have received additional training to support this. We are currently reviewing the opportunity to move YOIS to a web-based system.

Secure email is being used for court lists, case updates, case transfers and for sharing of confidential information. Due to the set-up of our information technology we have been unable to make full use of YOIS Plus features in relation to secure email (internal forms creation, etc). This issue has now been resolved and can be implemented within the YOTs.

We are investing in UMIS to support development of preventative services to link our service more effectively to other preventative agencies and to ensure effective monitoring of the YJB funded prevention strategy.

We are working closely with council and district councils on information sharing.

C.4 PEOPLE AND ORGANISATION

C2 D WORKFORCE PLANNING

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

There are 100 staff in post. YOT partner agencies have continued to strongly support the Service by providing experienced, qualified staff. Staff turnover is low and the workforce reflects local diversity. CSF has supported vacancies due to staff attending PQ and DipSW training. The majority of managers hold a relevant qualification and opportunities exist for first line managers to extend their skills. Most services are provided 'in house' by the YOT although a partnerships with Herts Young Homeless Group provides accommodation support services to our Remand and Accommodation team.

We have approximately 80 Youth Offender panel volunteers. Recruitment takes place annually to ensure sufficient numbers of volunteers are maintained. A recent recruitment and training programme attracted 18 new volunteers. Youth Offender panel volunteers are highly valued and have shown ongoing commitment to the service. In addition, the service has extended the recruitment, training and ongoing support and management of Appropriate Adult volunteers across the whole county following a successful pilot in the North of the county. A review of the Scheme is currently being planned after a year in operation.

Following a recent review of our Victim Policy and the pilot victim liaison volunteer project (a partnership with Herts Victim Support) our aim is to further develop the use of volunteers in the county. The project was particularly successful in the North of the county and we will be extending their model across the rest of the county. We are developing an assistant manager rôle in the YISP to assist in the engagement and support of volunteers.

From the Autumn 2006 our ISSP will no longer operate as a specialist team but will be integrated into local YOTs with an increase in Professional Assistants to support the programme.

With the expansion of YISP through YJB Prevention funding , YISP structures will be linked more closely to the Youth Justice management and local YOTs and YISP staff will have greater access and involvement in Youth Justice training and development .

YOT support workers are being used to provide flexible support particularly in the evenings and at weekends to undertake reparation and specific projects with young people. The support worker rôle will be extended in the coming year as the service moves to management by risk.

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

Please note there is a discrepancy of 1 between the two TOTALS. This is accounted for by one vacancy (FT Practitioner) existing at time of going to press.

	Managers Strategic	Managers Operational	Senior practitioners (FT)	Senior practitioners (PT)	Practitioners (FT)	Practitioners (PT)	Administrative	Sessional	Students/trainees	Volunteer	TOTAL
Permanent	6	10	9	1	16	7	15	4			68
Fixed Term					1	1			2		4
Seconded Social Services					1						1
Seconded Probation					4						4
Seconded Police					9						9
Seconded Health					3	3					6
Seconded Education					4						4
Seconded Connexions					4						4
Seconded Other					4						4
Outsourced											
Temporary					1				1		2
Vacant					1						1
TOTAL	6	10	9	1	48	11	15	4	3		107
GENDER/ETHNICITY											
White Male	3	5	4		18	1		1			32
Black Male					2						2
Asian Male					1						1
Mixed Race Male											
Chinese/Other Male											
White Female	3	4	5	1	19	7	14	2	3		58
Black Female		1			3	2					6
Asian Female					3		1	1			4
Mixed Race Female					1	1					2
Chinese/Other Female											
TOTAL	6	10	9	1	47	11	15	4	3		106

C2 e **Workforce development**

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

Hertfordshire Youth Justice service has a highly qualified and experienced workforce. All YOT social workers are DipSW qualified and are social work registered. Many have undertaken PQ1 and a small number have taken PQ childcare. Experienced YOT social work staff have undertaken progression to level 4 social workers as part of the County Council Social Work Progression Scheme. This has resulted in them gaining senior Practitioner status following completion of portfolios and social work competencies. We will be capitalising on the expertise of the YOT senior Practitioners when we move to risk led approach.

All our YOTs currently have qualified Probation Officers and YOT health staff, serving Police Constables and experienced and qualified education and Connexions workers. Connexions workers have recently undertaken NVQ level 4 requirements. Unqualified professional assistants have undertaken the Youth Justice PCEP and other regional training and have access to DipSW secondment in the county.

Most of our YOT operational managers have a management qualification or second degrees.

Hertfordshire YOT is not an employer in its own right and all members of staff have parent organisations with their own performance management and development schemes. Within the demands of these, YOT managers are promoting the YJB agenda in relation to qualification, competence and professional development. Staff training needs are highlighted through individual PM&D which the service endeavours to meet either through the County Council Learning & Development Programme, YJB regional training or where necessary, by commissioning further training.(eg: Homelessness legislation , additional assessment training).

Hertfordshire is part of the Eastern regional training consortium. The Consortium has seen a number of changes recently as a result of reductions in funding by the Board and it is unlikely that as much regional training will be on offer in 2006/7. Hertfordshire Youth Justice will continue to contribute and support the regional consortium in 2006/7. It is anticipated that this will be the last year that the PCEP is supported by the YJB and we will be looking to ensure that any outstanding staff who would benefit are able to attend.

YISP staff will be included in training opportunities in 2006/7.

Volunteer training and ongoing support has been a key feature of 2005/6 both in terms of recruitment of youth offender panels and appropriate adults and will remain a priority in 2006/7.

Training Plan linked to YOT priorities:

Training 2005/6	Details	Training 2006/7	Details
Management Training	1 manager completed Diploma in Management	Management Training	
DipSW	2 staff seconded	DIPSW	
NVQ4 Connexions	2 Connexions workers completed		

PCEP	4 staff completed	PCEP	
Youth Justice degree/ other	1 x YJ degree/ 1 x Msc/1 x MA/1 x Professional doctorate	Youth Justice degree/ other	1 x YJ degree/ 1 x Msc/1 x MA/1 x Professional doctorate
Youth Offender Panel volunteers	2 x recruitment – Spring 05/ Feb 06 – 28 volunteers Support meetings in each YOT area	Youth Offender Panel volunteers	Support meetings in each !x recruitment
Appropriate Adult	Recruitment in 3 areas Support meetings in each YOT area	Appropriate Adult	Support meetings in each YOT area
CSF Child Protection	New staff induction core training	CSF Child Protection	All new staff
Risk management	YJB Inset – 35 staff	Risk Management	All staff
Court Skills	2 staff	Court skills	New staff
Youth Justice Induction	6 staff	Youth Justice Induction	New staff
Motivational Interviewing	2 staff		
YJB Diversity	6 staff	Equality and diversity	
CSF Equalities awareness	New staff induction core training	PQ1/PQ Childcare	
PQCCA	2 staff members	Parenting	
Parenting YJB Inset	20 staff		
Parenting CSF	2 staff		
YOIS Plus	All staff	YOIS	
YOIS plus for managers	All managers		
Assessment	20 staff	Assessment	
Homelessness	16 staff		

C.5 PARTNERSHIP WORKING

Overview of partnership working including complementary and conflicting targets: The Youth Justice Service is still primarily supported by those contributing agencies that make up the Steering Group: Police, Children Schools & Families, Health and Probation, with a significant grant from the YJB. Our preventative work is further supported by the Children's Fund. The financial and staffing contributions are fundamental in allowing the work of the Service to take place and there is a strong relationship with all the agencies to work through operational and strategic problems day to day. This is additionally supported by a grant from Connexions to allow workers to be in each YOT.

The partnerships the Youth Justice Service engages with are two-fold. The Criminal Justice work following the requirements of courts and the Criminal Justice Board on one hand and children's services on the other. The ongoing issue for YOTs is to ensure those young people identified as a priority by the criminal justice system obtain services from statutory providers within children's services, especially with regard to education. The strategic complexity of this in a county with 10 CDRPs is significant. However, the Service is represented on the Hertfordshire Criminal Justice Board, the 10 CDRPs court working groups, the Victim Support board and all the county-wide groups that may influence young people, including MAPPP and Safeguarding Boards. The Service leads on the Prevent & Deter strand of the Prolific and Priority Offender strategy.

Within the county structure, the Youth Justice Service is placed within Children, Schools & Families (children's social services and education) and contributes to and benefits from being part of this management structure. The Service is represented on the Young People's Strategic Partnership and has positioned itself to support the Children's Trust. The Service contributes to an increasing number of "partner" performance indicators, as well as those set by the YJB and the amount of data required has risen considerably. There are conflicting targets – such as *"Narrowing the Justice Gap"* versus *"Reducing numbers of young people entering the criminal justice system"*. Also, there are shared targets which may not necessarily be seen as a priority for partners. It is this challenge which faces the Service in obtaining priority status for those young people on Prevent & Deter. There is a further conflict about funding by partners in a difficult financial climate and the priority given to the Youth Justice Service when there is huge pressure to deliver primarily the services for which the funder is directly responsible.

The Service has two formal partnerships – the purchase of resettlement services from Herts Young Homeless Service (a charity) and a joint venture with Victim Support to provide a victim liaison service.

DELIVERY PLAN

D. DELIVERY PLAN

PREVENT OFFENDING

Overview: The past year has seen the Children's Fund-financed Youth Inclusion & Support Panels successfully offering interventions to 180 children and young people. This is slightly fewer than the targeted 200 as some interventions with families have continued for over a year. A positive evaluation was undertaken by the Children's Fund which recommended a reduction SLA targets in light of this experience which is now set at 175 children for the coming year. This also reflects the reduction in funding from the Children's Fund due to budget cuts. Close work has continued with Children Schools and Families who have undertaken to provide local chairs for the YISP panels which will more fully integrate YISP with social care and education services in the county.

"Make it Happen in Sport" has been successful in offering places to over 200 children working in partnership where possible with borough councils, Youth Service and Positive Activities for young people. This has been targeted at children and young people whose behaviour is likely to lead to them committing offences.

Both projects have linked closely with CDRP strategy development and delivery and local anti social behaviour forums. The planned expansion of the preventative services will further contribute to this link.

The majority of the YJB prevention grant will be used to increase capacity of the YISP. The YISP will target a further 100 children and young people at risk of offending and anti-social behaviour. The age range of the YISP will increase to cover the 14 – 16 age range, particularly focusing on children and young people involved in anti-social behaviour and offering programmes as part of ABCs and linking more closely with Youth Justice services in the county. Additional YISP workers will be recruited to meet the current need in the 8-13 age group and to take on the 14-16 age range, as well as an additional manager to coordinate the new areas of work being undertaken by the YISP in relation to the 14-16 age range and anti-social behaviour and the development of volunteers across the county. The UMIS information system has been purchased to ensure appropriate targeting and links to other preventative agencies and effective monitoring, together with support from an Information manager and administrator . Our 'Make it Happen in Sport' programme will also be expanded to increase capacity. The measurable outcomes for these services are a reduction in the number of first time offenders entering the criminal justice system.

The conflict between 'Narrowing the Justice gap' and reducing the numbers entering the youth justice system remains with a 15% increase in 2005 (although this is a 2% decrease on the 17% increase in 2004)

Data:

KPI: 05/06 April – December actual and % against target	180 actual against 200 target
KPI: 06/07 target	275

Action plan: Prevention

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:

The target of 80% has been consistently exceeded.

YOT Police manage administration and delivery of all Final Warnings across the county. EPQA helped to refocus the 4 local YOT teams with a common approach and systems. The new Final Warning KPI will reduce the number of interventions but all Final Warnings will still require Asset and the Final Warning event.

Analysis of data and the monitoring process highlighted that significant numbers of young people on Referral Orders had not had a Final warning first. The Criminal Justice Board agreed to defer from court these cases where possible. However this has not shown any reduction in numbers coming through and requires further analysis.

Regular national standards audit have shown an improvement in recording. This is an ongoing issue which we will continue to work on.

Data: Final Warnings

KPI: 05/06 April – December actual and % against target (old KPI)	<u>94.4% actual</u> <u>Against 80% target</u>	EPQA: 03 rating	<u>2</u>
KPI: 06/07 target (new KPI)	<u>100% Interventions for ASSET</u> <u>Scores of 12+ or 4 in any category</u>	EPQA: 05 result	<u>3</u>

Action plan: Early Intervention

PROVIDE INTENSIVE COMMUNITY SUPERVISION

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

Hertfordshire ISSP has been in place for almost two years. The scheme was reviewed as part of the YJB Quality Assurance process and was rated a 'good' scheme. The review highlighted the following strengths:- team structure, dedicated and committed staff, experienced manager, speed of access, relationships with key partners and the flexibility of the scheme. Development areas identified were:- Bail and DTO pathways, engagement of all areas of the county, and out-of-hours provision. We are looking to retain the strengths and meet the identified actions by moving ISSP to local teams with oversight by central YOT. ISSP will benefit from additional resources in terms of an increase of 2 ISSP Senior Practitioner posts across the county and linking much closer to local practice. ISSP and YOT social work and Probation staff will offer enhanced supervision and ISSP opportunities to young people based on level of risk of harm to self or others or at risk of reoffending. A county ISSP management group will oversee and monitor all aspects of the service, including data returns, quality assurance and programme development.

Action plan: Intensive supervision

REDUCE RE-OFFENDING

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

The target of 5% set for the 2003 cohort was exceeded (8%)

YOT has worked closely with the CDRP and Police to develop Prevent and Deter strategies. Anti-social behaviour forums are well established with key partners.

The service is moving to a management by risk with the aim of targeting resources more effectively to young people that require greater input to reduce their re-offending, particularly those on supervision orders where we have consistently failed to impact on re-offending rates. We will be looking to increase the range and type of interventions offered to young people, based on identified need and risk incorporating additional ISSP-type elements.

A variety of resources are used across the county to support intervention plans. We are resuming our partnership with HMP The Mount and Police to provide the Keep Out Of Prison Project which will be used as part of young people's offending behaviour programmes taking account of research that suggests programmes such as KOOP are most effective where they are used as part of a programme. We are trying to establish a young women's KOOP with Cookham Wood YOI.

Data:	KPI: 05/06 actual (Oct – Dec cohort) and % against target	8% against 5% target
	KPI: 06/07 target	6% by 2008

Action plan: Reducing re-offending

REDUCE THE USE OF CUSTODY

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

We have failed to reduce the number of remands although the KPI remains a perverse indicator. Bail to home with support has increased but our bail support needs to be more fully integrated into local teams' court work systems and to ISSP. We aim to undertake further analysis of remand cases where community penalties resulted to try to enhance our understanding and we will be drawing up an action plan to improve the target.

Custody rates remain low in Hertfordshire, although we have seen a rise in 2004/5. We have had a number of isolated but very serious offences in the courts in the last 12 months which will account for this in part. A review and analysis of all custody cases was carried out in October 2005 following a high number of young people receiving custody in the quarter to look at possible reasons for the increase. A number of issues were highlighted which were shared with YOT managers and local teams. We will continue to monitor custody rates, PSR congruency and gatekeeping monitoring processes and share concerns in court user groups/magistrates meetings.

Data:

KPI: 05/06 April – December actual and % against target (remand)	<u>58.6%</u> 39%	KPI: 05/06 April – December actual and % against target (custody)	<u>4.6%</u> 3.8%	EPQA: 05 rating (where applicable)	
KPI: 06/07 target	<u>30%</u>	KPI: 06/07 target (custody no more than 5% of sentences imposed)	<u>5%</u>	EPQA: 07 target	

Action plan: Reduce the use of custody

ENSURE THE SWIFT ADMINISTRATION OF JUSTICE

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

Herts Criminal Justice Board is in agreement that the priority is 'Narrowing the Justice Gap'. As a result, police activity has led to an increase in numbers coming through the courts. Consequently the courts and CPS are unable to process cases within targeted timescales.

The courts are likely to get a 7% reduction in funding by the government which will inevitably impact on their efficiency and ability to cope. Work by the Criminal Justice Board has dramatically improved the number of outstanding warrants. But scheduling not guilty court appearances is expected to become more difficult.

Data:

KPI: 05/06 April – December actual and % against target	<u>94.9%</u>
	<u>90%</u>
KPI: 06/07 target	<u>90%</u>

Action plan: Swift administration of justice

ENFORCEMENT AND ENABLING COMPLIANCE

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

The service will engage with the issues around enforcement and enabling compliance of young offenders when the YJB guidance is issued. We will establish a way of collecting data and ensure that staff understand new timescales. We will share the target with the Criminal Justice board for support in establishing that courts will enforce warrants appropriately and schedule efficiently.

Action plan: Enforcement

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:

Assessment training has been ongoing for YOT staff and new staff received training. We have improved on our performance measure. The APIS EPQA improvement plan has been implemented. The EPQA process highlighted some inconsistencies between staff in relation to asset scoring and intervention plans being linked to identified needs. Specific training has been commissioned to address this across the county.

Mental health and basic skills assessment are also carried out to ensure young people's needs are identified.

Assessment is central to our plans for management by risk and will require ongoing action throughout 2006. We are developing new policies in relation to risk and practitioners are attending regional risk management training.

Data:

KPI: 05/06 April – December actual and % against target (ASSET)	<u>98%</u> <u>100%</u>	KPI: 05/06 April – December actual and % against target (DTO)	100% 100%	EPQA: 03 rating	<u>1</u>
KPI: 06/07 target	<u>100%</u>	KPI: 06/07 target	100%	EPQA: 05 result	<u>2</u>

Action plan: Assessment

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:

Achieving the KPI has been difficult since it increased from 80% to 90%. Actions from 2005 Plan:- to work with partners in the county to accept priority needs of young offenders in relation to education provision in order to reduce risk of re-offending and to the community has been ongoing and remains unresolved. Negotiations are in progress with the County Council Children Schools and Families department, which includes the LEA, to address the problems of those young offenders who are 'out of school' through non attendance or permanent exclusion and who will not be given a mainstream school place again

We have education and connexions workers in each of the four local teams and mechanisms are in place for them to engage with relevant county decision-making groups. We engaged in a positive Connexions Quality Assurance process in 2005. Practitioners also meet in a regular practice sharing forum. Close relationships have been established with some EBD schools. We arranged for a discussion of restorative justice in schools at the EBD staff conference in October 2005.

Data:

KPI: 05/06 April – December actual and % against target	82.8% 90%	EPQA: 03 rating	1
KPI: 06/07 target	90%	EPQA: 05 result	2

Action plan: ETE

SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION

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

The partnership between Hertfordshire Youth Justice and Herts Young Homeless group (HYHG) has continued throughout 2005. It has been necessary for Youth Justice to fully fund the accommodation support worker from Herts Young Homeless which has reduced the opportunity to expand the service. However HYHG local teams are also able to offer support to young people known to the YOT. The scheme has links with the YMCA and Crash Pad emergency provision.

The YOT accommodation officer has linked with district councils forums to raise the profile of the accommodation needs of young offenders and has been involved in developing the countywide homelessness strategy. The service is part of a young people's homelessness strategy group and contributed to the development of the LAA in relation to homelessness. We have commissioned training from Shelter on young people and homelessness to raise the profile with staff.

Data:

KPI: 05/06 April – December actual and % against target (named officer) : <u>MET: Named officer : Kevin Jones</u>	<u>met</u>	KPI: 05/06 April – December actual and % against target (suitable accommodation)	97% 100%
KPI: 06/07 target Named accommodation officer		KPI: 06/07 target	100%

Action plan: Accommodation

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 Assistant Director Youth Justice is a member of the CAMHS steering group which meets quarterly. The KPIs have been met in 100% of cases. We have had few acute cases in the county and a number of non acute. The ability to meet the targets in this area results from the secondment of CAMHS workers in each of the four local YOTs and their strong links to both youth justice and the wider CAMHS service. The rôle is now well established and health workers now provide consultation to YOT practitioners as well as mental health assessments and brief interventions and family work.

Data:

KPI: 05/06 April – December actual and % against target (Acute)	<u>100%</u> <u>100%</u>	KPI: 05/06 April – December actual and % against target (non-acute)	<u>100%</u>	EPQA: 05 rating (where applicable)	1
KPI: 06/07 target	<u>100%</u>	KPI: 06/07 target	<u>100%</u>	EPQA: 07 target	2

Action plan: Mental health

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 KPI has been achieved in 100% of cases. The Young People’s Substance Misuse Commissioning Group, which includes Youth Justice membership, has seconded a drugs and alcohol specialist worker at tier 2b into each local YOT team. These staff have the skills to work with young people who have problems on the cusp of Tier 2 and Tier 3. More serious cases have speedy referral onto the Tier 3 /4 services as required. There has also been innovative work undertaken across the Substance Misuse Team, led by the Consultant to the Service with CSF fostering, Youth Justice and Connexions services, in rehabilitating a young heroin user to move away from illegal drug use while supported in the community. This has been put forward for a ‘Tackling Drugs - Saving Lives’ award.

Data:

KPI: 05/06 April – December actual and % against target (Assessment)	<u>100%</u>	KPI: 05/06 April – December actual and % against target (specialist assessment)	100%	KPI: 05/06 April – December actual and % against target (early access to intervention)	<u>100%</u>	EPQA: 05 (where applicable)	
KPI: 06/07 target	<u>95%</u>	KPI: 06/07 target	95%	KPI: 06/07 target	<u>95%</u>	EPQA: 07 target	

Action plan: Substance misuse

SUPPORT RESETTLEMENT INTO THE COMMUNITY

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

Hertfordshire has low numbers in custody and there is no secure establishment in the region which limits liaison opportunities.

We have continued to promote the resettlement needs of young people leaving custody within the County Council Children, Schools and Families for education provision and ‘looked after’ young people through specific protocols and highlighting concerns and specific cases where necessary in a variety of forums. We are currently working on a protocol with the Independent Review team to ensure the needs of young people leaving custody who have become ‘looked after’ and therefore eligible for leaving care support, are met. Accommodation needs of young people leaving custody remain a priority and the YOT accommodation scheme supports young people leaving custody with accommodation needs. The scheme is also working with district councils and CSF on a countywide protocol to improve provision. ISSP DTOs have been achieved.

The EPQA resettlement highlighted good practice with appropriate YOT specialist workers routinely attending DTO planning meetings and involvement in training plans to assist in the effective resettlement of young people leaving custody.

Data: Resettlement

EPQA: 05 rating	1	EPQA: 07 target	<u>2</u>
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Action plan: Resettlement

PROVIDE EFFECTIVE RESTORATIVE JUSTICE SERVICES

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

The KPI targets were met and exceeded. YOT Police officers have been trained in restorative justice and a restorative element is part of the Final Warning process and all community orders, including Referral Orders. Our restorative justice in children's homes initiative won the Municipal Journal's Award for innovative projects 2005. The Service promoted restorative justice in schools at the EBD schools staff conference in 2005.

The use of Victim Liaison volunteers in local teams has worked well in one of the local teams but not so well in the others. This has recently been reviewed and we are drawing up an action plan ensure that this is fully progressed across the county.

Data:

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

Action plan: Restorative Justice

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:

Links have been established with the county parenting strategy.

YOT health workers have continued to take a lead on parenting. Parenting groups have been offered in all areas and individual programmes, although delivery is not consistent across the areas due to numbers of parents at any one time and differences in local provision and partners. This should improve as the county parenting strategy begins to take effect. The EPQA highlighted gaps in recording and inconsistencies in assessment across the county. Detailed guidance was drawn up to assist in this as part of the improvement plan. This was disseminated to staff in each of the 4 local YOTs by the Policy Advisor and Information Officer attending meetings in each team to present the guidance and recording process. The KPI target for parenting has been achieved but staff training and recording is ongoing .

A concern for 2006/7 is the loss of our partners in Young Citizens Project who are now part of the new county 'Specialist Adolescent teams' and whose remit has changed to prevention of young people being 'accommodated' by the local authority. Whilst this remit will necessarily involve support to parents, this support may not include delivery of regular group work programmes jointly with YOTs. This is being raised at strategic level and we are looking at working with new partners to ensure that parenting support is delivered to parents of young people known to the YOT. Part of the YJB prevention grant is being used to build on existing provision and a new initiative with young fathers is being developed in one area of the county.

Data:

KPI: 05/06 April – December actual and % against target (Interventions)	<u>12.7%</u>	KPI: 05/06 April – December actual and % against target (Satisfaction)	100%	EPQA: 04 rating	<u>1</u>
KPI: 06/07 target	<u>10%</u>	KPI: 06/07 target	75%	EPQA: 05 result	<u>2-</u>

Action plan: Parenting

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:

The Race Audit action plan is in place and a steering group is established. The group meets regularly to monitor progress. In 2005 we monitored over-representation of BME young people in the system sampling and detailed analysis of pre-sentence reports of all custody cases in one quarter. Feedback of the findings was given to managers and practitioners. Prevent and Deter data was also analysed and we found no significant over-representation of BME young people (10% but small numbers) and 15% of Prevent and Deter cases were girls although, again, small numbers are involved.

The steering group and YOT management team are now looking at the 2004/5 data to make comparisons with 2003/4 figures for the race audit to consider any new issues or developments. Local YOT managers are looking to share the data with their teams. We will continue to look at disparities in figures and address issues that arise from this. Exit interviews are now being carried out with service users and we will be looking at feedback from all young people and parents and considering any specific issues for BME service users from this.

Action plan: Equality

E: REVIEW AND APPROVAL

Table B: Schedule for review of plan:

The various elements of the Plan will be reviewed through the fortnightly Hertfordshire Youth Justice management meeting process.

Table C: Signature of approval

	Name Of Chief Officer	Signature	Date
Chief Executive – Hertfordshire County Council	Caroline Tapster	<i>(Signed)</i>	15/5/06
Children, Schools & Families Dept.	John Harris	<i>(Signed)</i>	10/5/06
Bedfordshire & Hertfordshire Strategic Health Authority	John de Braux	<i>(Signed)</i>	22/5/06
Hertfordshire Constabulary	Frank Whiteley	<i>(Signed)</i>	30/5/06
National Probation Service – Hertfordshire	Richard Baldwin	<i>(Signed)</i>	30/5/06

APPENDIX A: PERFORMANCE MEASURES

KPIs

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
<p>Prevent offending (target since 05/06): 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>		1231 young people 4.5% increase	
<p>Prevent Offending (old target): At least 200 young people are identified and targeted for support each year</p>		130	275
<p>Intervene early (new target): 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>Intervene early (old target): Ensure that 80% of all final warnings are supported by an intervention programme</p>	98.9%	94.4%	
<p>Reduce re-offending: 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:
Pre-court	27%	25%	Reduction of 5%
First tier penalties	46%	40%	Reduction of 5%
Community penalties	57%	66%	Reduction of 5%
Custody	0%	61%	Reduction of 5%

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
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%	54.5%	58.6%	30%
Reduce the use of custody (custodial sentences): Reduce the number of custodial sentences as proportion of all court disposals to 5%	4.8%	4.7%	Reduce to 5%
Ensure the swift administration of justice: Ensure that 90% of pre-sentence reports are submitted within 10 days for PYOs	100%	94.9%	90
Ensure that 90% of pre-sentence reports are submitted within 15 days for general offenders	100%	94.9%	90
Ensure effective and rigorous assessment, planning and supervision Ensure that 100% of assessments for community disposals are completed at assessment stage	96.7%	98.1%	100
Ensure that 100% of assessments for community disposals are completed at closure stage	100%	100%	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	94.2%	93.2%	100
Ensure that all initial training plans for DTOs are drawn up within 10 working days of sentences being passed	81.8%	82.8%	100
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	95.5%	96.9%	90

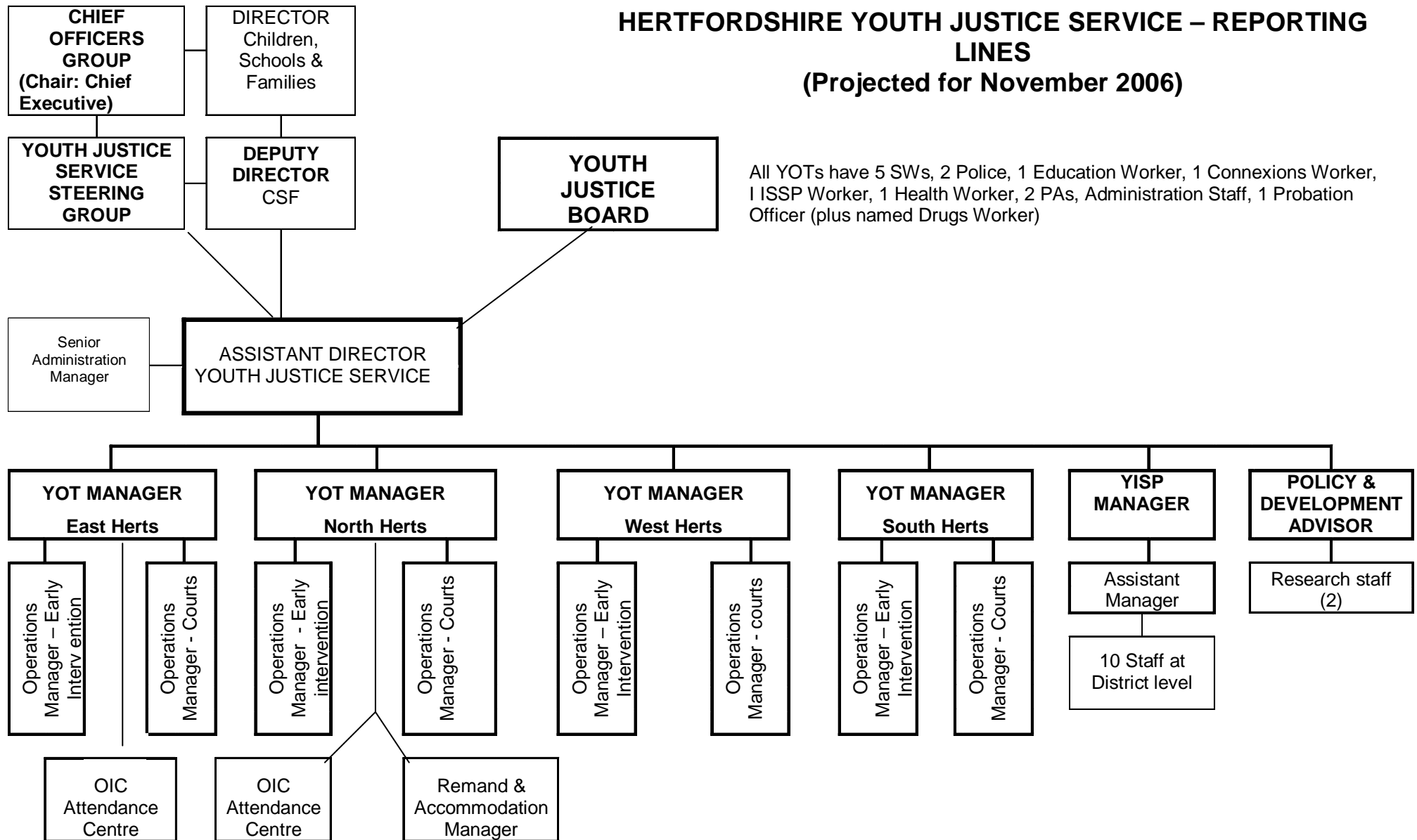
Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
Support access to appropriate accommodation: Ensure that all Yots have a named accommodation officer and that 100% of young people subject to final warnings with intervention, relevant community based penalties or on release from the secure estate have suitable accommodation to go to	?	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	99.1%	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	100%	100%	100
Support access to substance misuse services: 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			100
Ensure that all young people access the early intervention and treatment services they require within 10 working days of assessment			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			75
Ensure that 75% of victims are satisfied	95.5%	100%	75
Support parenting interventions: Ensure that 10% of young people with a final warning supported by intervention or a community disposal receive a parenting intervention	15%	12.7%	10
Ensure that 75 % of parents participating in a parenting intervention are satisfied	100%	100%	75

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
<p>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</p>			
<p>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</p>			NEW TARGET

EPQA

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

HERTFORDSHIRE YOUTH JUSTICE SERVICE – REPORTING LINES (Projected for November 2006)



Note: "Risks" and "Success Criteria" omitted from this chart (nil data)

This version is for: **Youth Justice Plan**

Action Source	Theme	Enabler	Objective	Specific Actions	Date Action Entered	Date Action Modified	Progress	Deadline	Status	Owner	Other Key Players	Links to Plans / Performance
Youth Justice Plan	Prevent Offending	Governance & Leadership	Ensure YISP is integrated with Youth Justice and CDRP via prevent and deter	YISP representation at YOT management group								
Youth Justice Plan	Prevent Offending	Performance & Quality Systems	meet data requirements for prevention	Implement prevention KPI data requirements								
Youth Justice Plan	Prevent Offending	Performance & Quality Systems	meet data requirements for prevention	Support and monitor YISP staff recording to meet KPI	1-Apr-2006			Ongoing		YISP Assistant manager/YISP Information Officer	YISP Manager	
Youth Justice Plan	Prevent Offending	Resources	meet data requirements for prevention	Purchase UMIS	1-Apr-2006			01 April 2006		YISP Manager	YOT Information Officer	
Youth Justice Plan	Prevent Offending	Resources	Implement prevention strategy	Recruit additional YISP staff - YISP assistant manager, 2x YISP workers, 2 xYISP workers (to work with 14-16years), administrator, Information Officer	1-Apr-2006			01 June 2006		YISP Manager	YOT management group	
Youth Justice Plan	Prevent Offending	People & Organisations	Implement prevention strategy	Train new YISP staff	1-Apr-2006			01 December 2006		YISP Manager		
	Prevent Offending	People & Organisations	Implement prevention strategy	Develop the range of YISP interventions available to young people in 14-16 age range involved in anti social behaviour	1-Apr-2006			01 April 2007		YISP Manager		
Youth Justice Plan	Prevent Offending	Partnership Working	Implement prevention strategy	Maintain and develop close links with key partners including CSF, Police, Schools, YOT	1-Apr-2006			ongoing		YISP Manager		
Youth Justice Plan	Prevent Offending	Partnership Working	Implement prevention strategy	Work with partners to develop the use of volunteers/mentoring	1-Apr-2006			01 April 2007		YISP Assistant manager		
Youth Justice Plan	Intervene Early	Governance & Leadership	Meet the new KPI for Final warnings	Revise Final Warning interventions and responses based on new KPI	1-Apr-2006			01 September 2006		Policy & development advisor		
Youth Justice Plan	Intervene Early	Governance & Leadership	Meet the new KPI for Final warnings	Monitor capacity created as a result of reducing interventions.	1-Apr-2006			01 September 2006		YOT management group		
Youth Justice Plan	Intervene Early	Performance & Quality Systems	Ensure parenting interventions KPI Final Warnings include parenting intervention and that this is recorded.	Ensure Final Warnings include parenting intervention and that this is recorded.	1-Apr-2006			Ongoing		YOT operational managers		
Youth Justice Plan	Intervene Early	Performance & Quality Systems	Ensure effectiveness of targeting Asset scores 12 and over for Final warning	Monitor final warning interventions to ensure effectiveness of targeting Asset scores 12 and over	1-Apr-2006			Quarterly		YOT operational managers		
Youth Justice Plan	Intervene Early	People & Organisations	To enable YOT Police to offer restorative approaches to victims	YOT Police offered restorative justice /mediation training	1-Apr-2006			Ongoing		YOT management group		
Youth Justice Plan	Intervene Early	People & Organisations	All YOT Police understand new KPI and are confident to assess need and risk.	Retrain YOT Police to meet KPI and to ensure assessments address need and risk.	1-Apr-2006			01 September 2006		YOT operational managers		
Youth Justice Plan	Intervene Early	Partnership Working		Link to CSF foster career support staff to ensure LAC young people's needs are flagged	1-Jun-2006							
Youth Justice Plan	Intervene Early	Partnership Working		All LAC children receive an intervention at Final Warning stage	1-Sep-2006					YOT Police	CSF/Police	CSF Plan
Youth Justice Plan	Intervene Early	Partnership Working	Ensure preventative targeting of young people	Link to YISP and Specialist adolescent teams	1-Apr-2006			01 September 2006		YOT Police		
Youth Justice Plan	Intensive Supervision	Governance & Leadership	Maintain the strengths and integrity of the current scheme whilst moving closer to local teams	Maintain quarterly monitoring of ISSP data and quality standards and development by setting up a county Issp management group	1-Apr-2006			Quarterly		ISSP Senior Practitioners		
Youth Justice Plan	Intensive Supervision	Performance & Quality Systems	Monitor ISSP data in local teams	Monitor ISSP eligibility criteria and ISSP starts and completions	1-Apr-2006			Monthly		ISSP Senior Practitioners		

Youth Justice Plan	Intensive Supervision	Performance & Quality Systems	Monitor ISSP data in local teams	Ensure national standards for ISSP are met in local teams	1-Apr-2006			Monthly		YOT operational managers		
Youth Justice Plan	Intensive Supervision	Resources	Maintain the strengths and integrity of the current scheme whilst moving closer to local teams	Identify additional funding streams and resources to enhance programme delivery	1-Apr-2006			Ongoing		ISSP Senior Practitioners		
Youth Justice Plan	Intensive Supervision	Resources	Maintain the strengths and integrity of the current scheme whilst moving closer to local teams	Increase ISSP staff x two Senior Practitioners and additional Professional Assistant/Support Worker time across the county.	1-Apr-2006			01 October 2006		YOT operational managers		
Youth Justice Plan	Intensive Supervision	People & Organisations	Integrate ISSP into local teams	Train new ISSP staff and social work staff	1-Apr-2006			01 January 2007		YOT operational managers		
Youth Justice Plan	Intensive Supervision	Partnership Working	Maintain the strengths and integrity of the current scheme whilst moving closer to local teams	Maintain existing profile of ISSP with magistrates, Police, CPS, electronic monitoring company, education and other agencies/ providers	1-Apr-2006			Ongoing		YOT operational managers		
Youth Justice Plan	Reduce Re-Offending	Governance & Leadership	Move to management by risk to target resources more effectively to young people that require greater input to reduce their reoffending	Establish a workable model for additional levels of intervention for Supervision Orders and draw up policies to support this	1-Apr-2006			01 January 2007		YOT management group/Policy Advisor		
Youth Justice Plan	Reduce Re-Offending	Performance & Quality Systems	Move to management by risk to target resources more effectively to young people that require greater input to reduce their reoffending	Audit reports to ensure young people are kept within appropriate tier/level of intervention	1-Apr-2006			To be agreed		YOT operational managers		
Youth Justice Plan	Reduce Re-Offending	Resources	Move to management by risk to target resources more effectively to young people that require greater input to reduce their reoffending	Target local community resources available for community reparation	1-Apr-2006			ongoing		?		
Youth Justice Plan	Reduce Re-Offending	People & Organisations	Move to management by risk to target resources more effectively to young people that require greater input to reduce their reoffending	complete training of all staff in identification of risk and completion of Asset	1-Apr-2006			01 June 2006		YOT operational managers		
Youth Justice Plan	Reduce Re-Offending	Partnership Working	Move to management by risk to target resources more effectively to young people that require greater input to reduce their reoffending	continued engagement with Children Trust to ensure the needs of young offenders are met	1-Apr-2006			Ongoing		Assistant Director Youth Justice		
Youth Justice Plan	Reduce Re-Offending	Resources	Move to management by risk to target resources more effectively to young people that require greater input to reduce their reoffending	maintain and develop resources/programmes to support interventions with young people	1-Apr-2006			Ongoing		YOT operational managers		
Youth Justice Plan	Reduce Re-Offending	Partnership Working	Move to management by risk to target resources more effectively to young people that require greater input to reduce their reoffending	With Police and HMP The Mount re-establish KOOP as part of young people's offending behaviour programme	1-Apr-2006			01 June 2006		YOT managers		
Youth Justice Plan	Reduce Custody Use	Performance & Quality Systems	Monitor use of custody	Maintain gatekeeping processes and appropriate recording to assist in monitoring of custody	1-Apr-2006			Ongoing		YOT operational managers		
Youth Justice Plan	Reduce Custody Use	Performance & Quality Systems	Monitor use of custody	Analysis of remand cases resulting in community sentences	1-Apr-2006			01 February 2007		Remand & Accommodation officer	policy & development advisor	

Youth Justice Plan	Reduce Custody Use	Partnership Working	Generate additional bail foster placements to reduce use of custody	work with CSF to generate more bail foster parents as part of specialist foster provision	1-Apr-2006			01 April 2007		Remand & Accommodation officer		
Youth Justice Plan	Reduce Custody Use	People & Organisations	Offer bail support packages to reduce need for remand	work with yot staff to ensure confident to put together bail packages	1-Apr-2006			01 September 2006		Remand & accommodation manager	YOT operational managers (court)	
Youth Justice Plan	Reduce Custody Use	Partnership Working	Ensure criminal justice agencies understanding of and confidence in YOT remand provision	Ensure remand issues are raised in court user groups/magistrates meetings	1-Apr-2006			Ongoing		YOT operational managers (Court)	remand & accommodation manager	
Youth Justice Plan	Swift Justice Administration	Performance & Quality Systems	Meet targeted timescales	Ensure gatekeeping procedures function effectively	1-Apr-2006			Ongoing		YOT operational managers (Court)		
Youth Justice Plan	Swift Justice Administration	People & Organisations	Secure email used by YOT staff	maintain commitment to secure email	1-Apr-2006			Ongoing		YOT Information Officer		
Youth Justice Plan	Swift Justice Administration	Partnership Working	Ensure liaison with courts over timescales	Maintain liaison with courts	1-Apr-2006			Ongoing		YOT operational managers		
Youth Justice Plan	Swift Justice Administration	Partnership Working	Ensure liaison with courts over timescales	Engage with magistrates and criminal justice agencies to publicise Youth Justice Service and targets for young offenders	1-Apr-2006			Ongoing		Yot operational managers (Court)	Assistant Director Youth Justice	
Youth Justice Plan	Enforcement and Enabling Compliance	Governance & Leadership	Establish effective mechanisms to meet targets	Engage with County enforcement group to develop protocols to meet the target	1-Apr-2006			01 December 2006		YOT managers		
Youth Justice Plan	Enforcement and Enabling Compliance	People & Organisations	Ensure YOT staff understand new time scales and their role in this	Ensure necessary YOT staff training in enforcement and enabling compliance	1-Apr-2006			01 April 2007		YOT Information Officer		
Youth Justice Plan	Enforcement and Enabling Compliance	Performance & Quality Systems	meet data requirements for enforcement and compliance	establish a way of collecting data	1-Apr-2006			01 September 2006		YOT Information Officer		
Youth Justice Plan	Assessment	People & Organisations	Move to a risk based approach	staff training in Asset scoring and assessment linked to risk based model	1-Apr-2006			01 June 2006		YOT management group		
Youth Justice Plan	Assessment	Partnership Working	maintain links with CSF common assessment framework developments	Plan for and meet the accommodation needs of young offenders	1-Apr-2006			Ongoing		YOT Manager North		
Youth Justice Plan	Assessment	Performance & Quality Systems	Quality assurance of assessment	Monitoring of quality of assessments and appropriate links to interventions in planned risk based case management forums and staff PM&D	1-Apr-2006			Ongoing		YOT operational managers		
Youth Justice Plan	ETE	Governance & Leadership	Ensure ETE needs of young offenders are met	Continued promotion of CSF/YOT education protocol to ensure young offenders are identified as a priority group	1-Apr-2006			Ongoing		Assistant Director Youth Justice		APA/CSF plan
youth Justice Plan	ETE	Performance & Quality Systems	Ensure ETE needs of young offenders are met and meet NEET target	identification of young offenders who are not in ETE	1-Apr-2006			Ongoing		YOT Education workers		
Youth Justice Plan	ETE	Partnership Working	Maintain and develop ETE partners to enhance opportunities for young offenders	Continue to build on relationships with ETE partners and providers	1-Apr-2006			Ongoing		YOT education workers/Connections Workers/ISSP		

Youth Justice Plan	Accommodation	Governance & Leadership	Plan for and meet the accommodation needs of young offenders	work with district councils / CSF/voluntary agencies on accommodation protocol to ensure young offenders can access appropriate accommodation	1-Apr-2006			Ongoing		YOT Remand & Accommodation officer		
Youth Justice Plan	Accommodation	Governance & Leadership	Plan for and meet the accommodation needs of young offenders	Maintain and develop links with district councils and housing associations at strategic level	1-Apr-2006			Ongoing		YOT Remand & Accommodation officer		
Youth Justice Plan	Accommodation	People & Organisations	Plan for and meet the accommodation needs of young offenders	Staff training in use of homelessness legislation	1-Apr-2006			01 April 2006		YOT Remand & Accommodation officer		
Youth Justice Plan	Accommodation	Performance & Quality Systems	Plan for and meet the accommodation needs of young offenders	Draw together strands of our accommodation work into an accommodation strategy	1-Apr-2006			01 September 2006		YOT Remand & Accommodation Officer/Policy Advisor		
youth Justice Plan	Accommodation	Partnership Working	Plan for and meet the accommodation needs of young offenders	Partnership with Herts Young Homeless group to support young people's accommodation needs to prevent further	1-Apr-2006			Ongoing		YOT Remand & accommodation officer		
youth Justice Plan	Accommodation	Partnership Working	Plan for and meet the accommodation needs of young offenders	maintain links with YMCA and other housing providers	1-Apr-2006			Ongoing		YOT Remand & accommodation officer		
Youth Justice Plan	Mental Health	Governance & Leadership	Strategic involvement of YOT to ensure young offenders' mental health needs are highlighted and planned for	Assistant Director part of CAMHS steering group	1-Apr-2006			Ongoing		Assistant Director Youth Justice		Mental Health EPQA
Youth Justice Plan	Mental Health	Governance & Leadership	Strategic involvement of YOT to ensure young offenders' mental health needs are highlighted and planned for	Negotiation with Herts Partnership Trust to ensure providers are aware of this performance measure	1-Apr-2006			Ongoing		Assistant Director Youth Justice		
Youth Justice Plan	Mental Health	People & Organisations	Ensure yot health workers role meets the needs of young offenders	Relaunch of YOT health workers as forensic adolescent mental health community services and YOT health workers away day	1-Apr-2006			01 September 2006		Senior YOT health worker		
Youth Justice Plan	Mental Health	Resources	Mental health needs of young offenders are assessed and services provided	Health workers seconded to the YOT from CAMHS	1-Apr-2006			Ongoing		Assistant Director Youth Justice		
Youth Justice Plan	Mental Health	Performance & Quality Systems	Monitor YOT health worker input	Audit of current mental health services in YOT	1-Apr-2006			01 October 2006		Senior YOT health worker		Mental Health EPQA
Youth Justice Plan	Mental Health	People & Organisations	Mental health needs of young offenders are assessed and services provided	Specialist forensic mental health training	1-Apr-2006			01 January 2007		Senior YOT health worker		
Youth Justice Plan	mental Health	Partnership Working	Mental health needs of young offenders are assessed and services provided	Develop links to adult mental health for older young offenders to ensure effective transition	1-Apr-2006			01 April 2007		Senior YOT health worker		Mental Health EPQA
Youth Justice Plan	Mental Health	Partnership Working	Mental health needs of young offenders are assessed and services provided	workshop on Hospital Orders with input from forensic adolescent psychiatrist and involvement of local fund managers	1-Apr-2006			01 October 2006		Senior YOT health worker		
Youth Justice Plan	Substance Misuse	Governance & Leadership	Ensure substance misuse needs of young offenders are met	Maintain community treatment within the commissioning team	1-Apr-2006			Ongoing		Assistant Director Youth Justice		
Youth Justice Plan	Substance Misuse	Governance & Leadership	Ensure substance misuse needs of young offenders are met	Regular liaison between YPSM team management and YOT managers to review service provision	1-Apr-2006			Ongoing		Assistant Director Youth Justice		

Youth Justice Plan	Substance Misuse	Performance & Quality Systems	Plan and develop appropriate service provision for young offenders	Continue to monitor and review information about type/quantity of drug use in order to provide appropriate intervention	1-Apr-2006			quarterly		YOT Information Officer/ YOT operational managers		
youth Justice Plan	Substance Misuse	Resources	Increase understanding of substance misuse by girls and young women offenders	Funding bid to DAT for development of girls' drug/alcohol programme	1-Apr-2006			01 April 2006		Policy & development advisor		Equalities
Youth Justice Plan	Substance Misuse	Partnership Working	Manage YOT tier 2 outreach service to CSF	Review progress in tier 2 outreach service to CSF	1-Apr-2006			ongoing		YOT managers		
Youth Justice Plan	Substance Misuse	Partnership Working	Ensure substance misuse needs of young offenders are met	Maintain and strengthen links to new tier 3 service	1-Apr-2006			ongoing		YOT managers		
Youth Justice Plan	Resettlement	Governance & Leadership	Ensure resettlement needs of young offenders are met	highlight resettlement needs of young offenders with strategic planners and providers of accommodation and ETE services	1-Apr-2006			ongoing		Assistant Director Youth Justice		Resettlement EPQA
Youth Justice Plan	Resettlement	Performance & Quality Systems	ensure resettlement needs of young offenders are fully recorded for monitoring purposes	practitioners to consider and record resettlement needs on training plans /in sentence and case planning meetings	1-Apr-2006			ongoing		YOT operational managers		Resettlement EPQA
Youth Justice Plan	Resettlement	Performance & Quality Systems	Link resettlement needs of young offenders to risk approach	young people leaving custody monitored by new case management forums based on risk and need	1-Apr-2006			ongoing		YOT operational managers		Resettlement EPQA
Youth Justice Plan	Resettlement	Resources	Ensure continuity for young people in custody	provide establishments with basic skills assessment and link to young person's local education provision to ensure continuity	1-Apr-2006			ongoing		YOT education workers		Resettlement EPQA
Youth Justice Plan	Resettlement	People & Organisations	Ensure YOT practitioners involved in resettlement understand their role in effective transition	Staff training in resettlement	1-Apr-2006			01 October 2006		YOT management group		Resettlement EPQA
Youth Justice Plan	Resettlement	People & Organisations	Ensure resettlement needs of young offenders are met	YOT Connexions workers/education workers involved in drawing up training plans for young people subject to DTO	1-Apr-2006			ongoing		YOT operational managers		Resettlement EPQA
Youth Justice Plan	Resettlement	Partnership Working	Ensure resettlement needs of young offenders are met	Establish links with Leaving care and Independent Review team re young people who are eligible as LAC	1-Apr-2006			01 June 2006		Policy & development advisor		
Youth Justice Plan	Resettlement	Partnership Working	Ensure resettlement needs of young offenders are met	Finish protocol with Independent review team re looked after children status of young people in custody	1-Apr-2006			01 June 2006		Policy & development advisor		
Youth Justice Plan	Restorative Justice	Governance & Leadership	Promote restorative approaches with young people in a variety of settings	Continue to promote restorative justice in other parts of CSF	1-Apr-2006			ongoing		Assistant Director Youth Justice		
Youth Justice Plan	Restorative Justice	Governance & Leadership	Promote restorative approaches with young people in a variety of settings	aim to generate more restorative approaches with the Police in relation to anti social behaviour	1-Apr-2006					YOT managers		
youth Justice Plan	Restorative Justice	Performance & Quality Systems	Ensure effective monitoring and evaluation of victim data	Monitor and evaluate victim data on a regular basis	1-Apr-2006					YOT operational managers		
Youth Justice Plan	Restorative Justice	Performance & Quality Systems	Ensure effective monitoring and evaluation of victim data	Monitor staff recording of victim data	1-Apr-2006					YOT operational managers		
Youth Justice Plan	Restorative Justice	Resources	increase restorative approaches	Appoint new assistant manager responsible for development of volunteers to promote opportunities for victims to engage in restorativejustice processes	1-Apr-2006			01 December 2006		YISP manager		
Youth Justice Plan	Restorative Justice	People & Organisations	Ensure the needs of victims are understood by staff	Ensure the victim code is embedded in practice	1-Apr-2006			01 October 2006		YOT management group		

youth Justice Plan	Restorative Justice	Partnership Working	Work with partners to meet the needs of victims	Link with victim support re further training and recruitment of volunteers	1-Apr-2006			01 September 2006		?		
Youth Justice Plan	Parenting	Governance & Leadership	Ensure YOT parent support needs are highlighted and met	Link to CSF parenting strategy	1-Apr-2006			Ongoing		Policy & development advisor		Parenting EPQA
Youth Justice Plan	Parenting	Performance & Quality Systems	Meet Parenting KPI	Monitor recording of parenting interventions and parental satisfaction on YOIS	1-Apr-2006			Ongoing		YOT operational managers		Parenting EPQA
Youth Justice Plan	Parenting	Performance & Quality Systems	Ensure views of parents are considered	Exit interviews carried out for parents as well as young people at the end of their order	1-Apr-2006			Ongoing		YOT operational managers		Parenting EPQA
Youth Justice Plan	Parenting	Resources	Increase range of support available to YOT parents	Use of preventative grant to increase opportunities for YOT parent support	1-Apr-2006			01 January 2007		Policy & development advisor		YJB Preventive strategy
Youth Justice Plan	Parenting	People & Organisations	Staff trained to assess ,deliver and record parenting interventions	New staff induction includes YOT parenting assessment and policy guidance	1-Apr-2006			Ongoing		YOT operational managers		Parenting EPQA
Youth Justice Plan	Parenting	People & Organisations	Staff trained to assess ,deliver and record parenting interventions	Maintain training opportunities for staff delivering parenting interventions	1-Apr-2006			Ongoing		YOT operational managers		Parenting EPQA
Youth Justice Plan	Parenting	Resources	Lead practitionersfor parenting in YOT	Review health worker role as leads for parenting assessments and ensure each local YOT identifies a lead parenting practitioner	1-Apr-2006			01 August 2006		YOT management group		Parenting EPQA
Youth Justice Plan	Parenting	Partnership Working	Ensure YOT parent support needs are met	Identify new partners to work with the YOT to offer parent support	1-Apr-2006			01 August 2006		Policy & development advisor		Parenting EPQA
Youth Justice Plan	Equality	Governance & Leadership	Address overrepresentation of BME young people in the Youth Justice system	Race Audit Steering group meets bi monthly	1-Apr-2006			Ongoing		Assistant Director Youth Justice		
Youth Justice Plan	Equality	Performance & Quality Systems	Address overrepresentation of BME young people in the Youth Justice system	Compare young people's feedback from exit interviews	1-Apr-2006			01 December 2006		policy & development advisor		
Youth Justice Plan	Equality	Performance & Quality Systems	Address overrepresentation of BME young people in the Youth Justice system	Ensure equalities impact is considered in YOT planning processes and policies / regular analysis of disparities in figures	1-Apr-2006			ongoing		YOT management group		
Youth Justice Plan	Equality	Performance & Quality Systems	Address overrepresentation of BME young people in the Youth Justice system	Analysis of local data on BME young people	1-Apr-2006			annual		YOT managers/Policy advisor		
Youth Justice Plan	Equality	Resources	Address overrepresentation of BME young people in the Youth Justice system	Herts University evaluation	1-Apr-2006			01 August 2006				
Youth Justice Plan	Equality	People & Organisations	Address overrepresentation of BME young people in the Youth Justice system	Ensure staff undertake diversity training	1-Apr-2006			Ongoing				
Youth Justice Plan	Equality	Partnership Working	Address overrepresentation of BME young people in the Youth Justice system	Work with partners in CDRP and CSF to consult with BMEr community as part of consultation and planning processes	1-Apr-2006			Ongoing				